

NON-RESIDENT COURSES

Mitigation

Mitigation makes sense—and it works. For every dollar spent on mitigation, *at least two are saved in potential response and recovery costs.*

Mitigation means preventing a disaster from ever happening in the first place through land-use planning, retrofitting, effective building codes, hazards identification and risk assessment, and a wide variety of other activities. Mitigation reduces the impact of any future disaster; it protects a community on a *long-term* basis. A disaster-resistant community is one where citizens, elected officials; and local businesses undertake “sustained action that reduces or eliminates long-term risk to people and property from hazards and their effects.”

FEMA encourages communities to become disaster resistant by emphasizing efforts at the *local* level, with mitigation goals determined by the community. The strong partnerships developed between government, private industry, and the citizens of a community bring together resources from diverse sources to address a common goal.

EMI's non-resident courses provide a way for many of these partners to attend the training they need at the State, local, or Tribal level. These courses are designed for those who make mitigation happen by making changes at the local level: local officials and community leaders; architects, engineers and building officials; building contractors; educators and school administrators and others concerned with making their community disaster resistant.

Local mitigation leaders also are encouraged to review EMI's Independent Study curriculum offerings, described in this catalog beginning on page 107.

MITIGATION MANAGEMENT SERIES

...provides mitigation management skills.

The ability to perform mitigation work in both the pre-disaster and post-disaster environments requires a variety of management skills. These skills may be developed through this series of courses that offers “how to” training focused on practical information. This new series emphasizes applied skills in mitigation planning and recovery.

Courses are available through your State emergency management agency training office.

Mitigation Management Series Requirements for Certificate of Achievement

Those who complete five Mitigation Management Series (MMS) required courses plus four of the elective courses and the practicum are eligible to receive an MMS certificate of completion.

Requests for the certificate of completion must be sent first to the State emergency management agency for verification. Include date and place, as well as name of course manager, for each course completed.

Who is eligible for the Mitigation Management Series (MMS)?

Any city/county or State professional in the field of mitigation may apply for these courses, which are offered by the Emergency Management Institute and/or by each State. Offerings of these courses completed prior to the new series may be credited toward the MMS certificate of completion.

Required Courses (Choose 5)

G260	<i>HMGP and FMA Grants Management</i>
G253	<i>FEMA Program Responsibilities: Coordinating Environmental and Historic Compliance</i>
G278	<i>Benefit-Cost Analysis: Entry-Level Training</i>
G279	<i>Retrofitting Flood-Prone Residential Buildings</i>
G377	<i>Regional Hazard Mitigation Planning</i>
IS-9	<i>Managing Floodplain Development</i>
IS-12	<i>Property Acquisition for Local Communities</i>
IS-393	<i>Introduction to Mitigation</i>

Elective Courses (Choose 4)

E273	<i>Managing Floodplain Development through the National Flood Insurance Program (NFIP)</i>
G362	<i>Multi-Hazard Emergency Planning for Schools</i>
G393	<i>Mitigation for Emergency Managers</i>
G434	<i>Earthquake Program for Schools</i>
G436	<i>Earthquakes: A Teacher's Package for K–6 (also known as Tremor Troops)</i>
G439	<i>Seismic Sleuths: A Teacher's Package on Earthquakes for Grades 7–12</i>
IS-8	<i>Building for the Earthquakes of Tomorrow: Complying with Executive Order 12699</i>
IS-279	<i>Retrofitting Flood-Prone Residential Buildings</i>
IS-362	<i>Multi-Hazard Emergency Planning for Schools</i>

Practicum

(State-level applicants must conduct two of the following; city/county applicants must conduct one of the following)

G398.1	<i>Earthquake Mitigation and Recovery Exercise for Local Government Officials</i>
G398.2	<i>Flood Mitigation and Recovery Exercise for Local Government Officials</i>
G398.3	<i>Hurricane Mitigation and Recovery Exercise for Local Government Officials</i>

EMI resident courses can be substituted for field courses listed in this brochure, as long as both have the same course title. For example, E279, *Retrofitting Flood-Prone Residential Buildings*, can be substituted for G279. No other course substitutions will be permitted.

G225 Seismic Retrofit Training for Building Contractors and Inspectors

This 8-hour course demonstrates methods to retrofit residential structures to reduce seismic damage. Participants are shown methods of properly tying a structure to a foundation and using connectors to strengthen its frame. Topics covered include earthquake basics, shear walls, foundations, connections, and miscellaneous elements in construction. In addition, liability issues for contractors are discussed throughout the course. The manual is designed to be an on-site reference tool for contractors.

Selection Criteria: This course is intended for builders, building contractors, building inspectors, and others responsible for retrofitting residential structures to reduce seismic damage.

**G246 Disaster-Resistant Jobs Training**

This 2-day course is designed to highlight the need for the local business community to mitigate and prepare for disasters. Communities must protect their economic base in order to survive and thrive in the wake of a disaster. This course will help local leaders recognize the impact of disasters on business and industry and what steps need to be taken to lessen the impact of disaster on local jobs.

Selection Criteria: This course is for economic development district staff, local community leaders and business people, chamber of commerce staff, State economic development officials, and State, Tribal, and local emergency managers.

**G253 FEMA Program Responsibilities: Coordinating Environmental and Historic Compliance**

This 3-day course is intended as an introduction to environmental and historic compliance. It examines the importance of fully integrating the compliance steps stipulated by the National Environmental Policy Act (NEPA) and the National Historic Preservation Act (NHPA) into the administration of the Public Assistance and Hazard Mitigation Grant (HMGP) Programs. It addresses the same subject areas as E253 from the field level perspective more than the management level perspective and therefore is directed to those at environmental/historic entry levels, and others whose primary function is not environmental/historic.

Selection Criteria: Entry-level individuals wishing to qualify at level one or level two environmental or historic specialist. Others whose primary function is not environmental/historic, but whose work requires reasonable understanding of these requirements: public assistance coordinators, public assistance officers, grant (HMGP, Flood Mitigation Assistance, Unmet Needs) project officers, and their line managers in the disaster field office (DFO). The regions recommend members of the Environmental and Historic Cadre and/or program specialists working with environmental and historic issues to attend the training.

Prerequisites:

Required: Participants must have received training in their respective program area prior to taking this course.

Recommended: Some environmental/historic background or training (for environmental/historic specialists), or some DFO experience (for others).

NOTE: This course will be offered on a periodic basis based on a region's demonstrated need for environmental and historic training and the availability of qualified trainers. G253 is a Mitigation Management Series required course.



G260 HMGP/FMA Financial Grants Management

This course provides the participant with information on managing HMGP/FMA grants. It includes information on applications, processing, audits, and closeout.

Selection Criteria: State and Federal staff involved with the HMGP/FMA program.

**G277 Residential Coastal Construction**

This 2-day course is designed to train participants on FEMA's *Coastal Construction Manual*. This manual is the primary, state-of-the-art reference for planning, designing, and constructing residential structures in the various coastal environments.

Selection Criteria: The target audience is engineers, architects, and building code officials. Floodplain management, hazard mitigation, planning, and building officials with building science knowledge also may apply.

**G278 Benefit-Cost Analysis: Entry-Level Training**

This 2-day course is designed as an introduction to the fundamental concepts of benefit-cost (BC) analysis. Participants will learn how to obtain BC data and conduct analyses using the basic versions of the riverine and coastal A-zone software modules. This course will **not** teach how to conduct level-two BC analyses.

Selection Criteria: The target audience is FEMA and State hazard mitigation officials. Other personnel involved in conducting BC analyses also may apply.

Prerequisites:

Required: Participants should have some prior knowledge of mathematics (basic algebra and percentages) and computers (Windows and spreadsheet programs).

Recommended: Familiarity with basic flood mitigation terminology is suggested.

**G279 Retrofitting Flood-Prone Residential Buildings**

This 2-day course is designed to provide engineering guidance on retrofitting existing one- to four-family residential structures situated in flood-prone areas. Subjects covered include an introduction to retrofitting, regulatory framework, controlling parameters, building assessment, and design practices. There is also a 1-hour unit on economics and a final exam.

Selection Criteria: This course is intended for engineers, architects, and building code officials. Floodplain management, hazard mitigation, planning, zoning, and public works officials with engineering, architectural, or building science knowledge are also part of the target audience.

**G285 Benefit-Cost Analysis Using the Limited-Data Module: Intermediate Training**

The goal of the 2½-day course is to enable participants to conduct complex benefit-cost (BC) analysis on riverine or coastal A-zone flood mitigation projects using FEMA's Riverine Flood Limited-Data (LD) module. The course builds on the skills taught in the *BC Analysis: Entry-Level Training* and focuses exclusively on the LD module.

Selection Criteria: The target audience is FEMA and State hazard mitigation officials. The course is intended for participants who have completed the entry-level training (G278) or have several months' on-the-job experience using FEMA's BC analysis modules.

Prerequisites:

Required: Participants should have knowledge of mathematics (basic algebra and percentages) and computers (Windows and spreadsheet programs).

Recommended: Familiarity with flood mitigation terminology is suggested.



G318 Mitigation Planning Workshop for Local Governments

This 2-day workshop discusses the Disaster Mitigation Act of 2000 which amends the Robert T. Stafford Disaster Relief and Emergency Assistance Act by, among other things, adding a new section, 322—Mitigation Planning. Section 322 requires local governments to prepare and adopt jurisdiction-wide hazard mitigation plans as a condition of receiving Hazard Mitigation Grant Program (HMGP) funds to “brick and mortar” mitigation projects. The *Mitigation Planning Workshop for Local Governments* assists representatives of local communities or multi-jurisdictional planning areas to develop a mitigation plan that meets community needs as well as the Section 322 local government planning requirements as described in 44 CFR Section 201.6. This workshop explains each of the requirements, demonstrates how FEMA’s new Mitigation Planning How-to-Guides can be used to address each requirement, and provides opportunities to begin the planning process in group activities with representatives of the same community or planning area.

Selection Criteria: The target audience for this Workshop includes the following representatives of local government: elected officials, managers, planners, emergency program managers, and other staff with expertise needed for mitigation projects. The Workshop is also intended for community members interested in avoiding or minimizing hazard losses, who may wish to participate in the mitigation planning process.

**G362 Multi-Hazard Emergency Planning for Schools**

This course will provide participants with the basic information and tools needed to develop effective plans for the wide array of potential emergencies that schools may face.

Participants completing the course will be able to explain the importance of effective planning to others and lead individuals in their schools and community through the process of developing an effective multi-hazard program.

Selection Criteria: This course is for State and local training teams and should include one of the following:

- Representative of State department of education
- Representative of school district, such as
 - District administrator or school board member
 - School principal or assistant principal
 - District or school risk manager
 - District or school plan facility engineer/manager

- District resource officer supervisor or school resource officer, crisis team member, or school counselor

- Representative of emergency management
- Representative of law enforcement
- Representative of fire service
- Representative of medical service

**G376 State Hazard Mitigation Planning**

This 1-day course is designed to provide participants with the knowledge and resources about hazard mitigation concepts, programs, and regulations that will enable them to contribute to their States’ efforts to reduce vulnerability to natural hazards. The course modules include hazard vulnerability and mitigation, the State hazard mitigation program, post-disaster mitigation opportunities, and a hazard mitigation case study exercise.

Selection Criteria: State officials who have been or would be assigned lead responsibility within their particular State agency for accomplishing hazard mitigation. All State agencies should be represented at this course because the programs and activities of virtually all State agencies affect the socioeconomic, land use, and development patterns of local governments within the State. Representatives of large local jurisdictions whose mitigation activities may affect State-level operations also may participate in the course.



G377 Regional Hazard Mitigation Planning

This course is designed to provide participants with knowledge about hazard mitigation that will enable them to effectively coordinate State and local hazard mitigation responsibilities. Course modules include State mitigation responsibilities, mitigation techniques and technology, planning, managing the grant program, and developing State mitigation teams. Issues are addressed through a variety of techniques such as workshops, informal discussions, group analysis of a realistic case, and practical exercises. The course can be conducted in a 2- to 3-day format to allow for regional flexibility in selecting course content.

Selection Criteria: State hazard mitigation officers who have been assigned lead responsibility within their State governments for accomplishing hazard mitigation. Each State should send at least one representative from its State office of emergency management and one from its State office of natural resources. It is recommended that the State emergency management training officer also attend this course to obtain background information that is essential to the “team training” approach necessary to successfully deploy mitigation training at the State and local levels.

**G379 Interagency Hazard Mitigation Team Training**

This course is designed specifically to train participants who may serve on an interagency hazard mitigation team. The course covers pre-disaster as well as post-disaster situations, and its purpose is to provide team members with knowledge of the range of mitigation activities. The modular format gives the instructor maximum flexibility in designing the course. The course can be taught in a 1½-day to a 4-day format.

Selection Criteria: Designated members of interagency hazard mitigation teams and their alternates as well as Federal, State, Tribal, and local staff who may be so designated.

**G393 Mitigation for Emergency Managers**

This course is designed to train emergency managers and other interested individuals who have no specialized technical background, but can support mitigation efforts as advocates. The course provides activities and exercises that build the participants' abilities to: perform the tasks and responsibilities of the emergency manager's role; create long-term strategies for disaster-resistant communities; identify local mitigation opportunities; select mitigation solutions to hazard risk problems; find resources to carry out mitigation activities in a post-disaster environment.

Selection Criteria: Tribal and local government officials, emergency managers, community leaders in such efforts as voluntary organizations, businesses and industries, and other emergency service personnel.

Prerequisites:

Required: Completion of IS-393, *Introduction to Mitigation*.

Recommended: None.

**G398 Mitigation and Recovery Exercises****G398.1 Earthquake****G398.2 Flood****G398.3 Hurricane**

The *Mitigation and Recovery Exercises* are 1-day exercises for local government agencies such as building officials, zoning officers, commissioners, councils, and chief executive officers. The exercises present a series of challenges to a local government that could face a threat from earthquake, flood, or hurricane. The local government will have to solve how it intends to deal with temporary housing issues, building permits, and temporary business locations as well as long-term recovery issues.

These exercises work well in any size community from large metropolitan areas to small rural towns and villages. The exercise material explains what must be done to plan and prepare for the activity.



G434 Earthquake Program for Schools

This 2-day course is intended to help the school community prepare to be self-sufficient in the aftermath of a damaging earthquake. Topics include planning, hazard identification and nonstructural mitigation techniques, drills, immediate response exercises, post-earthquake recovery and mitigation opportunities, and crisis intervention.

Selection Criteria: The intended audience for the workshop includes school district administrators, principals, school board members, school district facility and risk managers and others concerned with the physical plant and operation of a school system, teachers, PTA members, and local emergency services officials.

**G436 Earthquakes: A Teacher's Package for K–6**

This hands-on workshop introduces kindergarten and elementary school teachers to *Earthquakes: A Teacher's Package for K–6* (publication FEMA 159). Also known as *Tremor Troop*, the collection of multidisciplinary hands-on classroom activities was developed for FEMA by the National Science Teachers Association. The material provides basic information about earthquakes. The lesson plans and activities are designed to promote scientific literacy among young children and give them the information and skills they need to cope safely during and following an earthquake. The workshop also addresses **Crisis Intervention**, focusing on the needs of children and school personnel, and **earthquake risk reduction for schools**.

Selection Criteria: Elementary science coordinators, elementary curriculum coordinators, kindergarten and elementary classroom teachers, and teacher educators from regional science and educational resource centers.

The purpose of the 1-day workshop is to introduce *Tremor Troop* to teachers who then will use it in their own classrooms.

The purpose of the 2-day workshop is to introduce *Tremor Troop* to educators who then will train teachers in their own districts.

**G439 Seismic Sleuths: A Teacher's Package on Earthquakes for Grades 7–12**

This 2-day institute introduces master teachers of grades 7–12 to *Seismic Sleuths* curriculum. This teacher's package provides hands-on/minds-on classroom activities on earthquake-related topics that can be integrated into existing science, math, and social studies curricula. Produced by the American Geophysical Union, in cooperation with FEMA, the materials foster an understanding of how science, math, and social studies concepts can be applied to reduce earthquake hazards and risk in the built environment through seismic safety design, construction, land-use, and emergency management techniques.

Selection Criteria: Master teachers with a minimum of 5 years of teaching experience in grades 7–12. The purpose of the institute is to introduce the package to master educators who then will provide workshops for teachers in their school districts.



FIELD-DELIVERED COOPERATIVE COURSES

FEMA's Federal Insurance Administration and Mitigation Directorate, in cooperation with the Readiness, Response and Recovery Directorate, has entered into cooperative agreements with numerous professional organizations and associations in order to bring appropriate technical mitigation information to the audiences served by these organizations. To date, we have developed technical training courses and seminars for the following audiences:

- Building Code Enforcement Officials
- Engineers
- Architects
- School Administrators
- K-12 Teachers

Should you wish to arrange for such technical courses or seminars to be conducted in your State or jurisdiction, please contact your FEMA Regional Training Manager for additional information. The upcoming courses and seminars, as they are scheduled, also will be listed on EMI's training bulletin board.

- G244** *Developing Volunteer Resources* (description on page 89)
- G250.1** *Workshop: State and Local Continuity of Government (COG)* (description on page 72)
- G250.11** *Workshop: Continuity of Operations (COOP)* (description on page 72)
- G271** *Hazardous Weather and Flood Preparedness* (description on page 73)
- G276** *Resource Management* (description on page 97)
- G278** *Benefit-Cost Analysis: Entry-Level Training* (description on page 64)
- G279** *Retrofitting Flood-Prone Residential Buildings* (description on page 64)
- G285** *Benefit-Cost Analysis Using the Limited-Data Module: Intermediate Training* (description on page 64)
- G305.3** *Hazardous Materials Workshop: Risk Analysis* (description on page 74)
- G305.6** *Hazardous Materials Workshop: Community Awareness and Right-to-Know* (description on page 74)
- G362** *Multi-Hazard Emergency Planning for Schools* (description on page 65)
- G365.3** *Workshop in Emergency Management: Partnerships for Creating and Maintaining Spotter Groups* (description on page 78)
- G376** *State Hazard Mitigation Planning* (description on page 65)
- G377** *Regional Hazard Mitigation Planning* (description on page 66)

- G379** *Interagency Hazard Mitigation Team Training* (description on page 66)
- G393** *Mitigation for Emergency Managers* (description on page 66)
- G434** *Earthquake Program for Schools* (description on page 67)
- G436** *Earthquakes: A Teacher's Package for K–6* (description on page 67)
- G439** *Seismic Sleuths: A Teacher's Package on Earthquakes for Grades 7–12* (description on page 67)

Independent Study Courses

- IS-8** *Building for the Earthquakes of Tomorrow: Complying with Executive Order 12699* (description on page 109)
- IS-9** *Managing Floodplain Development Through the National Flood Insurance Program (NFIP)* (description on page 109)
- IS-279** *Retrofitting Flood-Prone Residential Buildings* (description on page 111)
- IS-362** *Multi-Hazard Emergency Planning for Schools* (description on page 112)
- IS-393** *Introduction to Mitigation* (description on page 113)
- IS-394** *Mitigation for Homeowners* (description on page 113)

Readiness and Technology

The Emergency Management Institute offers a number of training activities that develop operational capabilities and facilitate an effective response when an emergency occurs. Much of this readiness training supports the requirements of chief executives and top-level, appointed emergency management officials. Public officials are responsible for protecting the lives and property of their constituents at all times. Yet, it is the emergency management professional on whom chief executives must depend for developing and maintaining emergency response capabilities on a day-to-day basis, as well as for providing sound advice and proper resource support during a period of crisis. This team relationship is critical for smooth, quick decisionmaking and coordination during a community emergency. Preparedness courses provide both orientation and insight into emergency responsibilities including the development of emergency plans, facilities, and appropriate public policies.

EMI offers courses that facilitate public policy formulation, technical skill building, and effective planning measures at Federal, State, local, and Tribal levels of government. Such courses, seminars, and workshops address preparedness issues including continuity of government, radiological preparedness, hazardous materials, and the Chemical Stockpile Emergency Preparedness Program.

Some of the training is specific and technical, while other topics are designed to stimulate proactive policy level decisionmaking. The many resident and non-resident training activities included in the Readiness and Technology Curriculum provide specialized training and information needed by Federal, State, local, and Tribal government staffs and selected representatives from the private sector (business and industry).

G190 Incident Command System (ICS): Law Enforcement

This 2-day course introduces law enforcement personnel to the ICS. Several scenarios are included that allow participants to apply ICS to law enforcement.

Selection Criteria: Law enforcement officers who are involved with ICS.

Prerequisites:

Required: None.

Recommended: IS-195, *Basic ICS*

**G191 Incident Command System/Emergency Operations Center (ICS/EOC) Interface**

This 1½-day course works best when delivered to Incident Command System and Emergency Operations Center personnel from the same community. The course provides an opportunity for participants to begin developing an ICS/EOC interface for their community. The course reviews ICS and EOC responsibilities and functions and depends heavily on exercises and group discussions to formulate the interface.

Selection Criteria: Participants should be teams from a community's ICS and EOC personnel.

Prerequisites:

Required: None.

Recommended: IS-195, *Basic ICS*

**G192 Incident Command System (ICS): Public Works**

This 2-day course introduces public works personnel to the ICS. Several scenarios are included that allow participants to apply ICS to public works events.

Selection Criteria: Public works personnel involved with ICS.

Prerequisites:

Required: None.

Recommended: IS-195, *Basic ICS*

G194 Incident Command System (ICS) for Public Officials' Conference

The 1½-hour conference is designed as a briefing for elected and appointed policy level officials. This conference focuses on providing public officials with an awareness of ICS as an effective management tool which can be adopted in managing emergency situations.

Selection Criteria: Elected and appointed policy level officials.

Prerequisites:

Required: None.

Recommended: IS-195, *Basic ICS*

**G195 Intermediate Incident Command System (ICS)**

This 3-day course is designed for a multidiscipline audience of persons who would likely serve as supervisors in an ICS structure. Topics include organization and staffing, incident and event planning/staffing, organizing a response to an incident or a planned event, and incident resource management. The course includes group activities, a tabletop exercise, and a final examination.

The content of this course is generally equivalent to the *National Interagency Incident Management System (NIIMS)* training modules 7–11 (I-300).

Selection Criteria: Participants who would serve in supervisory positions in an ICS structure.

Prerequisites:

Required: Successful completion of at least one of the following: EMI's *Basic ICS* (IS-195), *ICS for Law Enforcement* (G190), or *ICS for Public Works* (G191), or NIIMS training modules 1-6 (I-100/200).

Recommended: None.



G196 Advanced Incident Command System (ICS)

This 3-day course is designed for a multidiscipline audience of staff who would likely serve as incident commanders in an ICS structure. Topics include command and general staff, unified command, major incident management, area command, and multiagency coordination. The course includes group activities, a tabletop exercise, and a final examination.

The content of this course is generally equivalent to the *National Interagency Incident Management System (NIIMS)* training modules 12–16 (I-400).

Selection Criteria: Participants who would serve as Incident Commanders in an ICS structure.

Prerequisites:

Required: Successful completion of at least one of the following: *Intermediate ICS* or *NIIMS* training modules 7–11 (I-300).

Recommended: None.

**G200 Public Officials' Conference (1 day)**

This conference for a city/county provides an orientation to the Federal, State, and local partnership in emergency management. FEMA programs are related to State and local needs and activities. Participants learn how to use such programs effectively to meet responsibilities. They also share information that would enhance emergency management at all levels of government and discuss specific community preparedness capabilities.

Selection Criteria: Elected and appointed officials, private association leaders, and private disaster and emergency relief officials.

**G235 Emergency Planning**

This 3-day workshop is a redesigned planning course (in recognition of the unique hazards, resources, and circumstances of each community) for developing the expertise of community planning teams along principles offered in *State and Local Guide (SLG) 101, Guide for All-Hazard Emergency Planning*. Participants are required to complete a pre-workshop self-instruction of about 2 days of study and research.

Selection Criteria: All members of the emergency management team, including chief executive officers, heads of departments, representatives of volunteer and private sector organizations, population protection planners, operations officers, and others with varying lengths of service in emergency management. State and local staff are encouraged to take *Principles of Emergency Management* (G230) (formerly *Introduction to Emergency Management* (PDS)) before taking this course.

Prerequisites:

Required: None.

Recommended: G230, *Principles of Emergency Management* and *The Emergency Planning Self-Instruction*.



G250 Workshop: Emergency Management (WEM)

This special workshop deals with specific emergency management activities and problems. It is intended to cover nonadministrative, innovative, or situational emergency management training subjects that may normally confront local directors. It does not replace any current course or segments of courses. The following workshop modules are available for use in conducting WEM workshops.

G250.1 Workshop: State and Local Continuity of Government (COG)

This 1-day module is designed to increase awareness and understanding of the concept of COG and the seven preparedness/planning elements that are necessary to ensure that State and local governments can carry out their executive, legislative, and judicial functions under the threat or occurrence of any emergency that could disrupt such functions and services. This training activity should be delivered as part of a WEM.

Selection Criteria: State and local officials, emergency managers, and other members of community support groups.

G250.6 Workshop: Amateur Radio Resources

This 3- to 4-hour workshop is designed to provide State and local elected officials, emergency managers, and other public officials an understanding of how these volunteer communication groups can help in supplementing telecommunication and warning systems.

Selection Criteria: State and local elected officials, emergency managers, and other public officials.

G250.11 Workshop: Continuity of Operations (COOP)

This 1-day module is designed to increase awareness and understanding of the need for continuity of operations plans for State and local government offices. Recent events have demonstrated that government buildings and offices can be closed for extended periods of time due to natural or manmade events. These closures negatively affect service delivery to the general public. The workshop focuses on identifying State and local government tasks that must continue should an incident affect the staff or location where the tasks are performed. The workshop introduces the benefits of public-private cooperation in COOP planning. This introduction to COOP planning also will help participants determine appropriate backup measures so that essential service delivery can continue.

Selection Criteria: State and local government agency/department representatives.

G250.12 Senior Officials' Workshop: Preparedness and Response for Terrorist Incidents (involving nuclear, biological, and chemical agents)

This 6½-hour workshop is an EMI field version of the same course originally conducted by the Department of Defense in the 120 designated metropolitan areas as part of the Domestic Preparedness Program. It focuses on planning and preparedness for terrorist incidents involving Nuclear, Biological, and Chemical (NBC) incidents. The first half of the workshop discusses planning issues, along with local, State, and Federal capabilities. The second half is a tabletop exercise involving terrorist use of NBC agents in the local jurisdiction.

Selection Criteria: The mayor, cabinet officials (department heads/chiefs), local, and State partners for response to a terrorist incident.



G271 Hazardous Weather and Flood Preparedness

The National Weather Service (NWS) and FEMA developed this course with input from many States and local emergency managers. It is intended to help to promote a more proactive response to weather and flooding hazards through close coordination between emergency management and NWS. This course covers:

- how the basic elements of weather can combine to create potential hazards in an area;
- weather forecast products and how to interpret them;
- And anticipating hazardous weather for planning, warning, and response purposes.

Selection Criteria: Local and State emergency managers who respond to hazardous weather events.

**G272 Warning Coordination**

This 1½-day field course is the latest in the hazardous weather series of courses produced in partnership with the National Weather Service (NWS). It is designed to be conducted jointly by NWS warning coordination meteorologists and State emergency management staff for an audience of local emergency managers.

Every year the United States experiences more severe weather than any other country in the world. In order to reduce deaths, injuries, and property losses, emergency managers must work closely with the NWS and the news media to provide effective warnings that can be received and understood by people at risk. This course is intended to help facilitate that process.

Course topics include The Social Dimensions of Warning Response; Developing Effective Warning Messages; Developing an Effective Community Warning Process; and working with the news media to create a Weather Warning Partnership. In addition to lecture and discussion, the course includes case studies, exercises, and an opportunity for interaction with representatives of the local news media.

Selection Criteria: Intended for local emergency managers.

**G300 Hazardous Materials: An Introduction for Public Officials**

This is a 3- to 4-hour unit of instruction for key public officials, department heads, and private executives with a need to understand basic policy issues regarding hazardous materials threats to the community. Focusing on “standard of care,” hazard assessment, risk management, planning, and response considerations, it provides officials with a basic overview of hazardous materials issues. It is an interagency course designed in cooperation with the U.S. Department of Transportation and the Environmental Protection Agency.

Selection Criteria: Public officials and other decisionmakers with a need for basic introductory instruction to policy issues related to hazardous materials management at the local level.

**G301 Introduction to Hazardous Materials Preparedness**

This 5- to 6-hour, 2-module course provides an introduction to hazardous materials concepts and practices. It goes beyond the content of the G300, *Public Officials* course and is predicated on participants’ mastery of the hazardous materials Independent Study course (IS-5) prior to enrollment. It covers basic principles of preparedness, the role of local communities, and the hazards presented by chemicals in transportation or fixed-site threats. Each participant must be familiar with IS-5 principles before enrolling in this class.

Selection Criteria: State and local personnel with a responsibility for hazardous materials.

Prerequisites:

Required: Completion of IS-5, *Hazardous Materials: A Citizen’s Orientation*.

Recommended: None.



G305 Hazardous Materials Workshops

This series of special-topic modules (Student Manual and Instructor Guide) is for participants receiving instruction either as stand-alone delivery in a *Workshop in Emergency Management (WEM)* or a *Public Officials Conference (POC)*, or as enhancement of regular classroom course work such as *Exercise Design*. Each module is intended for 1 to 3½ hours of instruction, as determined by the instructor.

- G305.1** *Hazardous Materials Risk Communication*
- G305.2** *Hazardous Materials Information Management*
- G305.3** *Risk Analysis*
- G305.4** *Exercising Emergency Plans Under Title III*
- G305.5** *Alert and Notification*
- G305.6** *Community Awareness and Right-to-Know*
- G305.7** *Overview of Incident Command System*
- G305.8** *Hazardous Materials Workshop for EMS Providers*
- G305.9** *Hazardous Materials Workshop for Law Enforcement*
- G305.10** *Facility Coordinator's Role and the LEPC*
- G305.11** *Liability Issues in Emergency Management*
- G305.14** *Hazardous Materials Response Team: Should You Have One?*



G310 Weapons of Mass Destruction Courses

This series of facilitator-led courses is intended to help senior local government officials prepare for and improve their ability to manage and respond to mass casualty terrorism incidents involving the use of Weapons of Mass Destruction (WMD). Each course has the same five objectives and each uses a different scenario to enable participants to accomplish them. The objectives are stated below.

At the completion of the training, local government officials should be able to:

- Exercise greater leadership in preparing for and managing response to WMD mass casualty terrorism incidents through a better understanding of their jurisdiction's response capabilities.
- Analyze the appropriateness of plans, policies, procedures, and other preparedness elements currently in place to respond to and recover from a mass casualty terrorist incident.
- Determine the adequacy and the level of training of jurisdictional disaster and emergency management staff.
- Determine the adequacy of the jurisdiction's resources (e.g., personnel, materials, and personal protective and other equipment) for response and recovery from a mass casualty incident.
- Identify the coordination requirements among local, State, and Federal governments for response to WMD terrorist incidents.

All five courses are designed as either 1-day or 3-day offerings. There are no Student Manuals; the facilitator must tailor the course for the specific community. They can be downloaded at

<http://training.fema.gov/emiweb/g310wmd.htm>

- | | |
|---------------|---|
| G310.1 | <i>Weapons of Mass Destruction: Nuclear Scenario</i> |
| G310.2 | <i>Weapons of Mass Destruction: Radiological Scenario</i> |
| G310.3 | <i>Weapons of Mass Destruction: Chemical–Sarin Scenario</i> |
| G310.4 | <i>Weapons of Mass Destruction: Chemical–Vx Scenario</i> |
| G310.5 | <i>Weapons of Mass Destruction: Biological–Anthrax Scenario</i> |
| G310.6 | <i>Weapons of Mass Destruction: Suicide Bomber Scenario</i> |

Selection Criteria: The following is a list of recommended participants, but it is not all-inclusive.

Core Recommended Audience: Chief elected/appointed officials; fire chiefs; sheriffs; police chiefs; directors, emergency services; directors, public works; directors, public health and safety; public information officers, chief financial officers, legal counsel, chief medical examiner/coroners, and communications directors. **Other Possible**

Participants: transportation authority (port authority, airport authority, and/or area transportation authority, etc.*); evacuation coordinators;* mass care coordinators;* resource managers; chiefs, animal care and control agency; warning coordinators; coordinator of volunteer organizations; directors, emergency medical service (EMS); directors, hazardous materials team (HMT);* State and/or Federal representatives, as appropriate;* area military representative;* National Guard representatives; Department of Energy (DOE) representatives; Federal Bureau of Investigation (FBI) representatives;* Centers for Disease Control (CDC) representatives; Environmental Protection Agency (EPA) representatives; U.S. Coast Guard (USCG) representatives; and representatives of neighboring jurisdictions.

* *The target audience with an asterisk must be invited (if they are available).*

Prerequisites:

Required: The course is designed with the following assumptions about participation:

1. The city or county conducting the course has an emergency operations plan (EOP) and Standard Operating Procedures (SOPs).
2. The participants know and understand their roles and responsibilities, as defined by their EOP; are trained in their areas of expertise; and know their jurisdiction.

Recommended: None.



G311 Hazardous Materials Contingency Planning

This 4½-day course is for emergency management personnel responsible for hazardous materials planning and coordination. It covers emergencies including transportation, use, storage, and disposal of hazardous materials and episodic releases of air-toxic chemicals from fixed-site facilities. Emphasis is placed on interagency cooperation and the identification of technical assistance that is available. Topics include local, State, and Federal mechanisms to assist in planning and response, tactical requirements, hazardous materials characteristics, and regulatory compliance. This course is co-sponsored by the Environmental Protection Agency, the U.S. Department of Transportation, and FEMA.

Selection Criteria: Open to all officials responsible for public policy and strategic planning and response.

NOTE: *EMI is currently undertaking development of a new hazardous materials planning curriculum, including major revisions to the courses currently listed in the catalog and the addition of several new programs. It is anticipated that the new curriculum will be implemented in FY 2003. When this new curriculum goes online, full catalog updates will be posted on EMI's Web site. Interested parties are urged to check the Web site for updated information on changes to EMI's hazardous materials courses prior to ordering replacement materials.*

**Radiological Instructors**

States select a cadre of instructors who become qualified to teach radiological monitors and radiological response teams. These instructors could be key local staff, such as fire department instructors, emergency managers, radiological officers, State radiation control agency representatives, and others. Radiological instructors obtain qualification by successfully completing the following program of Non-Resident and Resident study:

G320, *Fundamentals Course for Radiological Response*.

We encourage these instructors to attend S301, *Radiological Emergency Response Operations* also.

G320 Fundamentals Course for Radiological Response

This 3-day performance-based (hands-on) course for assigned local radiological response team members covers the concepts of radiation protection, radiation detection instruments, radiological monitoring techniques, radiological hazards and protective actions, team-building, and basic procedures to support planning/response for emergency and recovery activities in the event of a radiological incident. This course is designed so that modules may be conducted separately and adapted to specific audience needs and requirements.

Selection Criteria: State and local government radiological response teams and newly assigned hazardous materials response team members.

Prerequisites:

Required: IS-3, *Radiological Emergency Management*.

Recommended: None.

**G346 Hospital Emergency Department Management of Hazardous Materials Accidents (HMA)**

This 1-day course introduces medical personnel to procedures for handling radiation and other hazardous materials accident victims in the hospital environment. The goal is to enable participants to provide prompt and appropriate care for hazardous materials accident victims while minimizing exposure and preventing the spread of contamination. Part 1 concentrates on radiation accidents whereas part 2 covers other hazardous materials incidents.

Selection Criteria: Physicians, nurses, and others who provide emergency medical services in hospitals.

Prerequisites:

Required: Successful completion of IS-346, *Orientation to Hazardous Materials for Medical Personnel*.

Recommended: None.



G351 Who's in Charge Here?: Exercising Leadership in an Emergency or Disaster

The purpose of this 6-hour course is to prepare local elected government officials to lead and direct their jurisdiction in implementing comprehensive emergency management systems.

At the conclusion of the course, participants will be able to:

- Exercise greater leadership in an emergency through a better understanding of their roles and responsibilities;
- Develop emergency management policies and procedures for emergency management activities and implement necessary policies and procedures to respond to and recover from a disaster;
- Initiate appropriate emergency management actions during a disaster;
- Negotiate through the intergovernmental response system to obtain the required resources and assistance in an emergency;
- Maximize gains for disaster recovery assistance through appropriate contacts and knowledge of available resources;
- Understand the partnership among Federal, State, and local governments;
- Establish relationships and partnerships with other agencies and organizations (i.e., profit, not-for-profit, and business and industry) for effective emergency management response and recovery outcomes; and
- Take actions to ensure citizen satisfaction during a disaster and build credibility before a disaster.

Selection Criteria: Local elected officials (i.e., mayors, etc.).

**G357 Emergency Response to Criminal and Terrorist Incidents**

The primary goals of this course include increasing safety by describing hazards that may exist at crime scenes, enhancing evidence preservation and rescue efforts and fostering cooperative working relationships among all responders through role and responsibility clarification. The course uses a combination of instructor-led discussions and videotape presentations and concludes with an exercise.

Selection Criteria: The audience for this 6- to 8-hour course consists of persons who will respond to a criminal or terrorist event. This course is a joint training effort that includes firefighters, emergency medical services, law enforcement, public works, and others with emergency management responsibility from a local community. It is recommended that this course be taught to groups from the same jurisdiction for maximum benefit.

EMI has sent reproducible copies of this course to State emergency management agencies, State fire academies, and State law enforcement academies. Additional reproducible copies can be obtained by contacting EMI.

**G358 Evacuation and Re-entry Planning Course**

This 12-hour course is designed to provide participants with knowledge and skills needed to design and implement an evacuation and re-entry plan for their jurisdictions. It uses a community's vulnerability analysis and evacuation plan. It also addresses evacuation behavior and recommends methods to make evacuation and re-entry more efficient.

This course **does not address** the decision to evacuate or re-enter.

Selection Criteria: The persons responsible for planning, implementing, and carrying out evacuations within a jurisdiction must attend this course as a team. This includes, but is not limited to, local and State government emergency program managers, emergency planners, and response personnel.



G360 Hurricane Planning

This 2½-day course is designed to assist State and local planners responsible for developing or revising emergency operations plans and procedures. The course provides methods and techniques for using the latest information from Hurricane Evacuation Studies and other sources in planning response operations before and after a hurricane.

Selection Criteria: Members of State and local planning teams from jurisdictions covered by a completed Hurricane Evacuation Study.

**G365.3 Workshop: Partnerships for Creating and Maintaining Spotter Groups**

This 5-hour workshop emphasizes the valuable service that spotter groups provide to protect lives during hazardous weather and flooding. This activity is intended to promote the creation and enhancement of spotter groups across the country. It includes a wide variety of tools and approaches to help make spotter groups a key part of effective community warning systems. This workshop should be delivered jointly by emergency management and National Weather Service staff.

Selection Criteria: State and local emergency managers and National Weather Service staff.



CHEMICAL STOCKPILE EMERGENCY PREPAREDNESS PROGRAM

CHEMICAL STOCKPILE EMERGENCY PREPAREDNESS PROGRAM (CSEPP) TRAINING COURSES

Ten States are part of the Chemical Stockpile Emergency Preparedness Program: Alabama, Arkansas, Colorado, Illinois, Indiana, Kentucky, Maryland, Oregon, Utah, and Washington.

These courses are not available for the general public. Only Federal, State, and local personnel having CSEPP or WMD responsibilities may find these materials useful.

Training materials, job aids, and the CSEPP training plan can be downloaded from the CSEPP Web site at:

<http://emc.ornl.gov>

CSEPP videos and CD-ROMs may be obtained through your CSEPP State Training Officer or may be purchased through the National Technical Information Service Web site at:

<http://www.ntis.gov>



G901 Personal Protective Equipment (PPE)

This course is designed to be presented as an independent course or as part of the ACT FAST course.

This 4- to 6-hour course is designed to initiate emergency workers to the proper way to protect persons from contamination by donning PPE; removing potentially contaminated PPE without contaminating the wearer; recognizing the limitations of PPE; knowing when and how to use chemical detector kits; and knowing State and local work rules, policies, and procedures, as well as those used by CSEPP.

Selection Criteria: This course is designed to prepare personnel to perform the functions identified in Appendix L on Personal Protective Equipment for the CSEPP Planning Guidance and Standards: program participants, decon station personnel, and emergency medical personnel.

Prerequisites:

Required: None.

Recommended: The ACT FAST course.



G902 CSEPP JIC Advisor

This computer-based training (CBT) program is designed to be used as a Joint Information Center (JIC) familiarization and refresher course. It also contains a site-specific resources catalog that can be used by public affairs personnel in time of an emergency.

The program is designed to provide CSEPP Emergency Public Information (EPI) in a manner that is structured, learner-controlled, easily accessible, and maintainable. It can be used to guide EPI personnel through information that assists the learner in integrating and applying new information so that it can be transferred from the learning environment to emergency response.

The CSEPP CBT program's learning experience is presented through five components: an information component; a scenario component; a reference system component; and a CBT support component.

This program is designed to be self-paced and can be used by individuals within a work setting.

Selection Criteria: Individuals selected through FEMA region and State.

Prerequisites:

Required: None.

Recommended: JICsaw III course.



G903 CSEPP Spokesperson Training

This 8- to 16-hour course is designed to develop in nonpublic affairs personnel the ability to successfully convey accurate and concise information to the media in a chemical (CSEPP) emergency.

The class covers:

- The function of the media today
- Media concerns
- Broadcast vs. print
- Being part of the message and message content
- On-camera actions and appearance
- Spokesperson responsibilities
- News conferences

The program consists of classroom instruction, group instruction, and one-on-one on-camera training. Portions of the class also focus on the relationship of the Joint Information Center and System to the successful dissemination of information during an emergency.

Selection Criteria: CSEPP specific. Funded by the U.S. Army Soldier and Biological Chemical Command (SBCCOM).

NOTE: *The length of the class is determined by the number of participants.*

**G904 CSEPP Chemical Awareness**

This 8-hour course is designed to familiarize participants with the chemical stockpile and its components, the Chemical Stockpile Disposal Program (CSDP), and the Chemical Stockpile Emergency Preparedness Program (CSEPP). Participants will be able to recognize chemical agent characteristics, signs and symptoms of agent exposure, and how to avoid contact with agents in an off-site incident involving the accidental release of one or more chemical agents (nerve agents, such as Vx, GA, GB; and blister agents such as sulfur mustard).

Specifically, at the end of this training program, the participant should be able to describe the types of chemical agents stored in each location, describe the major emergency planning steps for protecting people in the event of a chemical incident, describe how to avoid contact with chemical agents, and describe the effects of weather and terrain on the movement of chemical agents.

Selection Criteria: This course is designed for people engaged in planning for emergency response in the event of a chemical agent incident under the CSEPP.

**G905 ACT FAST (Agent Characteristics Toxicity—First Aid and Special Treatment)**

This 8-hour course is designed to prepare emergency medical personnel to recognize and provide first response treatment to persons accidentally exposed to nerve and blister agents. The objective of this training program is to prepare participants to respond to an off-installation scene involving an accidental release of one or more chemical agents (nerve agents, such as Vx, GA, GB; and blister agents, such as sulfur mustard).

Specifically, at the end of this training program, the participant should be able to describe the potential hazards of nerve and blister agents; (what they are, how they spread, and how they work to identify the signs and symptoms of nerve and blister agent exposure) and to describe the initial first-aid treatment for victims of nerve and blister agents.

Selection Criteria: This course is designed to prepare participants to respond to an emergency situation involving an accidental release of nerve or blister agent. The focus is pre-hospital treatment—providing treatment at the scene and during transportation to the hospital. Although anyone who performs emergency medical duties can use the information provided in this course, it is especially designed to meet the needs of those who are likely to be the first on scene: emergency medical technicians, police, fire department personnel, paramedics, ambulance operators, and nurses.

Prerequisites:

Required: None.

Recommended: CSEPP Chemical Awareness course (G904).



G906 Response Phase Decontamination

This course is designed to be presented as an independent course or as part of the ACT FAST course.

Decontamination should be considered an integral part of the necessary planning for emergency response. Adherence to the response phase decontamination guidelines will reduce the potential for injury and save lives during the emergency response phase immediately following a significant agent release. Decontamination (decon) of people exposed to a chemical agent must begin in the first stages of response, possibly concurrently with the implementation of protective actions. Independent modules (each requiring 1-2 hours) have been developed covering performing self- and buddy decon; decon station procedures; decon by emergency medical personnel; and a planner's checklist for use in planning for decon within the CSEPP framework.

Selection Criteria: This course is designed to prepare personnel to perform the functions identified in Appendix L on Response Phase Decontamination for the CSEPP Planning Guidance and Standards: program participants, decon station personnel, and emergency medical personnel.

Prerequisites:

Required: None.

Recommended: CSEPP Chemical Awareness or ACT FAST course should be completed before this course.

**G907 Use of Auto-Injectors by Civilian Emergency Medical Personnel to Treat Civilians Exposed to Nerve Agent**

This course is designed to be presented as an independent course or as part of the ACT FAST course.

This 3-hour course is designed to prepare participants to identify antidotes to be administered in the event of nerve agent exposure, identify the conditions under which antidote auto-injectors should be used, demonstrate the use of the antidote auto-injectors, and recognize adverse reactions to the use of the antidotes.

Selection Criteria: This course is designed to prepare those persons called upon to respond to an emergency situation involving an accidental release of nerve agent who are allowed, under pertinent State laws and regulations, to administer drugs. May include emergency medical technicians, paramedics, and nurses.

Prerequisites:

Required: The ACT FAST course.

Recommended: None.

**G908 Joint Information Center/Joint Information System (JICsaw III)**

This course is 16 to 24 hours depending on the presentation. The *JICsaw III* course is an updated and expanded version of the original CSEPP *Joint Information Center/System (JIC/JIS)* course. The *JICsaw III* course describes how to plan for and implement a successful multiagency emergency information program.

JICsaw III is a 3-day, comprehensive, modular package designed to provide your staff with a basic foundation in the concept, goals, focus, functions, organizational structure, and facility of the JIC. It is a generic foundation on which each site can build or enhance its site-specific JIC/JIS plans and procedures and strengthen its team. The course concludes with an enhanced JIC demonstration using a scenario that tests JIC play with realistic activity. The *JICsaw III* course consists of 2 days of classroom instruction and a 1-day exercise.

Selection Criteria: This course is designed for people whose duties during an emergency response to a CSEPP chemical agent incident will require them to perform their jobs in the Joint Information Center.

Prerequisites:

Required: For background, the *Chemical Awareness* course should be taken before attending this course. For PIO's, the *Basic Public Information Officers* course (G290) must be taken prior to attending the *JIC/JIS* course.

Recommended: None.



G909 Technical Planning and Evaluation

An accident involving chemical agents could be a rapidly occurring event with no time for detailed analysis—it would require an immediate emergency response. In order to provide such a response, as much decisionmaking as possible regarding protective action strategies should be completed during the response planning phase. Then the decisions made can be implemented in case of an accident. Protective action strategies are sets of pre-planned responses to different emergency situations that are developed using a variety of planning tools. After the strategies have been defined, a decisionmaking process can be developed for selecting the appropriate strategy in an emergency.

This computer-based, self-paced course is designed to identify the physical and chemical properties of chemical agents that are important to the protective action decisionmaking process and how these relate to developing protective action strategies; to identify the potential human health effects of chemical agents that are important to the protective action decisionmaking process and how these relate to developing protective action strategies; to define and illustrate the concepts of exposure, dose, and risk, and show how these relate to the protective action decisionmaking process; to list the basic function of models and describe their use in planning; to list and describe the specific planning tools developed within CSEPP for protective action planning; and to define evacuation and sheltering as protective actions for CSEPP.

Specifically, at the end of this training program the planner will be able to use the information and concepts discussed in the CSEPP Planning Guidance to develop local protective action strategies. By completing a detailed case study requiring development of strategies for responding to a set of specified conditions, the planner will use the CSEPP emergency decisionmaking process just as it is to be used on the job: first identifying critical information required to make the decision, then identifying the affected portion of the emergency planning zone, and finally identifying the protective action strategy to be implemented.

Selection Criteria: This course is designed for those responsible for developing protective action plans for CSEPP chemical accidents, as well as for those who want an overview of the planning process and the tools used in developing protective action plans.

Prerequisites:

Required: Completion of the *CSEPP Chemical Awareness* course is a prerequisite for taking this course. This course also requires, as a minimum, a 286 DOS-based machine with 4 Megs of memory running Windows 3.0 or 3.1. Basic computer skills are a requirement for the participant running actual models as required in the workbook portion and are suggested for the participant seeking an overview and not participating in the model exercises.

Recommended: None.

**G910 Techniques for CSEPP Program Instructors**

This course is designed to familiarize instructors of the Chemical Stockpile Emergency Preparedness Program with: the adult learning process, the characteristics and responsibilities of an effective instructor, the five methods of instruction, presentation techniques including the use of voice and body language for effective communication, the four-step process for dealing with resistance, the use and misuse of questions, the use of instructional aids, and the importance and use of evaluation.

Selection Criteria: This course is designed for people whose duties include conducting CSEPP-specific training.



Chemical Stockpile Emergency Preparedness Program Videos

Chemical Stockpile Agent Characteristics and Effects

This video is designed to accompany the *Agent Characteristics and Toxicology First Aid and Special Treatment* (known as the ACT FAST) classroom-training course. The video has coupled adult learning principles with exemplary video techniques to produce a program that teaches sophisticated information about chemical warfare agents in a manner every adult, not only those involved in CSEPP, can understand. Although designed for use in FEMA's technical training courses for State and local CSEPP personnel, the material presented will help all emergency workers responsible for protecting U.S. citizens in the event of a chemical warfare agent release.



Re-Act FAST/Re-Act FAST II (Refresher on Agent Characteristics and Toxicology First Aid and Special Treatment)

This video was designed for CSEPP as a refresher course to prepare emergency workers to recognize and provide initial treatment to persons exposed to nerve and blister agents. The video is intended to provide information to those qualified to perform emergency medical treatment, such as emergency medical technicians, paramedics, ambulance operators, nurses, and others who may be in a position to provide assistance to persons exposed to nerve and blister agents. This includes recognizing signs and symptoms of nerve and sulfur mustard agent exposure, appropriate decontamination procedures, and the pre-hospital treatment for nerve agent poisoning using the appropriate doses of atropine and 2-PAM chloride.

The *Re-Act FAST II* video contains updated information on donning and doffing CSEPP-approved Personal Protective Equipment (PPE).



Residential Shelter-In-Place (SIP)

This video describes Shelter-In-Place techniques for residential structures in CSEPP communities. It explains how officials will notify residents to Shelter-In-Place, why and how sheltering protects people from a chemical vapor, and the measures residents can take to protect themselves in their homes from a chemical agent. Available in video or DVD format. DVD contains additional supporting documents and reports.



How Do I Know? Guide to Selecting PPE

How Do I know? is a video that describes and illustrates the testing and evaluation that went into assessing Personal Protective Equipment (PPE) available for use by civilian emergency responders and addresses Federal regulatory requirements that have helped shape CSEPP emergency responder operations. It compliments *A Guide to the Selection of Personal Protective Equipment for Responding to a Release of Chemical Warfare Agents*. This guide contains a collection of information sheets dealing with PPE that were prepared for use in CSEPP technical training courses on PPE, decontamination procedures, and medical care of chemical casualties.



An Introduction to Protective Action Decisionmaking

This video describes two primary protective action options (evacuation and shelter-in-place) that could be recommended during a chemical emergency, the crucial decision issues for each option, and a process that planners and decisionmakers can use in developing protective action plans.



Some Assembly Required: How Models are Built and Used

This video describes what scientific models are, how models are developed, how models can be used in the protective action decisionmaking process, and the limitations and issues concerning the reliability of models.



Chemical Stockpile Emergency Preparedness Program CD-ROMs

Emergency Planner's Companion Series

A suite of five CD-ROM titles designed to familiarize planners with and evaluate their competency in critical areas of the emergency planning process. CD-ROMs include:

- Command and Control
- Public Education and Information
- Protective Action
- Emergency Operations and Evacuee Support
- Communications*

**Currently under development.*



Command and Control

Its primary audience includes planners involved in CSEPP, but it will also be useful to others involved in developing plans for coordinating resources and implementing response procedures for fast-moving emergencies. The material is based on recommendations of the CSEPP Planning Guidance and addresses issues involved in preparing for a coordinated response among agencies responsible for protecting the public from the consequences of a chemical warfare agent release.

This course will prepare emergency planners to develop plans that help officials analyze an emergency situation and decide on the appropriate response, direct and coordinate the efforts of emergency response forces under their control, coordinate with the efforts of other involved organizations, and ensure that needed response resources are available and used effectively.



Medical Sustainment Training

The CD-ROM contains six interactive computer-based modules designed as a refresher training program, which are accredited for Continuing Medical Education credit for hospital and pre-hospital medical care providers. The modules are: Nerve Agents, Vesicant Agents, PPE and Worker Fitness, Chemical Case Studies, Decontamination, and Triage. These courses also are available on-line through the CSEPP Portal Web site.



Protective Action

Its primary audience includes planners involved in CSEPP, but it will also be useful to others involved in planning for actions the public can take to avoid exposure to chemical agent hazards.

This course is intended to foster planning that maximizes the effectiveness of protective actions. The course describes the public protective actions appropriate under CSEPP, outlines a methodology for selecting the best protective action within the time constraints of a fast-moving emergency, lists measures that must be taken beforehand to implement each protective action during an emergency, and describes decision making and implementation issues related to self- and buddy decon which may be advised for the public to reduce the effects of agent exposure.



Public Education and Information

Its primary audience is planners involved in CSEPP, but it will also be useful to others involved with implementing public educational programs and issuing emergency warnings.

This course will assist planners in providing factual information to the public in a timely and effective manner during an emergency involving chemical agents. If the public is to respond quickly and effectively to an emergency involving toxic chemical agents, people must be made aware of the risk from chemical agents and the necessary protective actions well before an emergency occurs. A carefully planned public education program is needed to provide people potentially at risk with the knowledge required to take lifesaving actions.



CSEPP State Exercise and Training Officers

The CSEPP exercise and training officers in each of the CSEPP States maintain the schedule for these courses in their respective States. Please contact them for further information on outside availability of these courses.

Alabama	Steve Baker Alabama Emergency Management Agency 5898 County Road 41 Box 2160 Clanton, Alabama 35046-2160	Phone: (205) 280-2285 Fax: (205) 280-2444 E-mail: training@aema.state.al.us
Arkansas	Rebecca Edwards Arkansas Department of Emergency Management P.O. Box 758 Conway, Arkansas 72034	Phone: (501) 730-9750 (ext. 9816) E-mail: rebecca.edwards@adem.state.ar.us
Colorado	Greg Moser Colorado Office of Emergency Management 15075 South Golden Road Golden, Colorado 80401-3997	Phone: (303) 273-1640 Fax: (303) 273-1795 E-mail: greg.moser@state.co.us
Illinois	Jana S. Fairow Illinois Emergency Management Agency 110 East Adams Street Springfield, Illinois 62701-1109	Phone: (217) 557-4766 E-mail: jfairow@iema.state.il.us
Indiana	Robert O. Stanley Indiana State Emergency Management Agency 302 W. Washington Street, Room E208 Indianapolis, Indiana 46204	Phone: (317) 232-6878 E-mail: rstanley@sema.state.in.us
Kentucky	Melissa Jones Kentucky CSEPP 1111-B Louisville Road Frankfort, Kentucky 40601	Phone: (502) 607-5717 Fax: (502) 607-5710 E-mail: jonesmg@bngc.dma.state.ky.us
Maryland	Paul Kozloski Maryland Emergency Management Agency State Emergency Operations Center Camp Fretterd Military Reservation 5401 Rue Saint Lo Drive Reisterstown, Maryland 21136	Phone: (410) 517-5126 Fax: (410) 517-3610 E-mail: pkozloski@mema.state.md.us
Oregon	Stan Ross Oregon Emergency Management Agency, 125 Southeast First Street Pendleton, Oregon 97801	Phone: (541) 966-9640 Fax: (541) 966-9650 E-mail: sross@oem.state.or.us
Utah	Marc DiFrancesco Utah Division of Comprehensive Emergency Management/CSEPP 1110 State Office Building Salt Lake City, Utah 84114	Phone: (801) 538-3510 Fax: (801) 538-3770 E-mail: mdifranc@pds.state.ut.us
Washington	Steve Debow Washington Emergency Management Building 20 Camp Murray, Washington 98430-5122	Phone: (253) 512-7066 Fax: (253) 512-7206 E-mail: s.debow@emd.wa.gov

Professional Development

In most communities, the strength of the emergency management system is related directly to the skills of the local emergency management professionals. Protection of lives and property begins on the local level where the emergency impact is felt immediately. Prompt, effective response and speedy recovery is the result of planning done over the years. The creation of a viable emergency management system, one that can tap needed resources from both public and private agencies, can be credited to those individuals who took leadership roles in their communities.

FEMA's Professional Development curriculum addresses skills and abilities required by the emergency management professional in today's complex environment. Whether dealing with natural hazards, technological hazards, or national security hazards, the emergency manager must be prepared to exercise a leadership role that extends far beyond his or her own department.

The field of emergency management is emerging into higher visibility in communities throughout the Nation as they are victimized by disasters that are increasingly severe and more numerous. With this come greater responsibilities for the emergency managers, and likewise for the trainers who guide them in developing the skills to deal with disasters. In our efforts to professionalize the emergency management workforce, the Professional Development Series has been the central focus.

Professional Development Series**Professional Development Certificate of Completion**

Those who complete **all** Professional Development Series (PDS) courses are eligible to receive a PDS certificate of completion.

Requests for the certificate must be sent to the State emergency management agency training office for verification, then to the Superintendent of EMI for consideration. Such requests should include the date and place of each PDS course attended, together with the name of the course manager.

1. **G230** *Principles of Emergency Management* (formerly *Introduction to Emergency Management*) (description on this page)
2. **G235** *Emergency Planning* (description on page 71)
3. **G120** *Exercise Design* (description on page 102)
4. *Basic Skills in Emergency Program Management* (description on page 89):
 - G240** *Leadership and Influence* (description on page 89)
 - G241** *Decisionmaking and Problem-Solving* (description on page 89)
 - G242** *Effective Communication* (description on page 89)
5. **G244** *Developing Volunteer Resources* (description on page 89)

**G230 Principles of Emergency Management**

This 3-day course replaces the *Introduction to Emergency Management* course. The new course consists of four modules which build on one another, but can be used individually. The first module includes the concepts of emergency management and its integration of systems, basic definitions, identification of hazards and their analyses, general descriptions of the four phases, and identification of resources at several levels. The second module is more detailed, encompassing the role of the local emergency manager and linking concepts of the four phases to specific practices and information, including community hazards analysis, mitigation strategies, damage assessment, and assistance programs for recovery. The third module is more complex, addressing the coordination of various systems, networks, and agreements among various governmental and other organizations using group activities and exercises. In the fourth module, the participants demonstrate their abilities to work with and apply the skills and information gained in the first three modules.

Selection Criteria: Local jurisdiction officials, emergency managers, volunteers, and other emergency service personnel who perform work using fundamental principles of emergency management or who need to expand their roles in the profession. Applicants should complete Independent Study courses IS-1 and IS-7 and are encouraged to complete IS-3 and IS-5 before scheduling this course.

Prerequisites:

Required: None.

Recommended: Independent Study courses: IS-1, IS-3, IS-5, and IS-7.



**G240– Basic Skills in Emergency
G242 Program Management**

Three PDS courses totaling 7 classroom days are called Basic Skills and may be considered together for purposes of accreditation.

G240 Leadership and Influence

This 3-day course shows participants how to assess differences in personal values and interpersonal influence styles, and to apply situational leadership behaviors in emergency management.

Selection Criteria: Anyone who performs emergency management work.

Prerequisites:

Required: None.

Recommended: G230, *Principles of Emergency Management*, and G235, *Emergency Planning*.

G241 Decisionmaking and Problem-Solving

This 1-day course gives participants practice in making individual and group decisions based on a model problem-solving process.

Selection Criteria: Anyone who performs emergency management work.

Prerequisites:

Required: None.

Recommended: G230, *Principles of Emergency Management*, and G235, *Emergency Planning*.

G242 Effective Communication

This 3-day course is designed to develop the skills of emergency managers in public and interpersonal communication. The course includes a variety of topics, and provides for practice in oral presentation.

Selection Criteria: Anyone who performs emergency management work.

Prerequisites:

Required: None.

Recommended: G230, *Principles of Emergency Management*, and G235, *Emergency Planning*.

**G244 Developing Volunteer Resources**

This 2-day course is designed to improve participants' abilities to deal with a broad range of issues in the management of volunteers. Issues covered include identification of tasks provided by organized groups that require volunteer services, skill definition and specification of qualifications, publicity and recruitment, skill development and maintenance, and motivation strategy that promotes continued involvement and quality performance.

Selection Criteria: Local emergency management personnel who need to enhance and improve their skills in developing and managing volunteer resources.

Prerequisites:

Required: None.

Recommended: G230, *Principles of Emergency Management*, and G235, *Emergency Planning*.



G247 Decisionmaking in a Crisis

This 1½-day workshop is for honing the skills needed for making informed and ethical decisions during an emergency. It is for all emergency managers and staff. It includes a problem-solving model, how to make ethical decisions under stress, and a series of scenario-based activities to practice skills. To complete PDS requirements, this course may be taken in place of *Decision Making and Problem-Solving*.

Selection Criteria: Anyone who performs emergency management work.

Prerequisites:

Required: None.

Recommended: G230, *Principles of Emergency Management*, and G235, *Emergency Planning*.

**G249 Managing People in Disasters: A Local Perspective**

This 3-day course is aimed at preparing people to step in to manage and supervise in chaotic and stressful crisis situations. The package of skills offered in this course should enable an emergency manager to shift from managing a normal office environment to supervising an expanded staff in rapidly changing conditions. Major topics include communicating, community relationships, leadership, managing staff, teams, and managing the work.

Selection Criteria: Anyone who performs emergency management work. Although this course is not a requirement for the PDS certificate, it does apply many of the basic skills within a disaster context, and thus offers the possibility of being given as a Capstone experience or offered as refresher modules at conferences and other functions.

Prerequisites:

Required: None.

Recommended: G242, *Effective Communication*, G249, *Decision Making in a Crisis*, and G240, *Leadership and Influence*.

**G265 Instructional Delivery Skills (formerly G261, Instructional Presentation Skills)**

The purpose of this 3½-day course is to prepare the participant to assist with State-delivered training. It covers preparation, presentation, and evaluation skills. In addition, participants will be able to incorporate the needs of training participants into their training delivery. At the conclusion of this course, participants should be able to:

- Analyze the audience characteristics, given a particular training activity.
- Review course materials to determine how the needs of the training participants affect their presentation.
- Prepare to use instructional techniques, methods, and media effectively.
- Prepare and manage the learning environment.
- Demonstrate effective instructional delivery techniques given a specific audience and materials.

Selection Criteria: Members of State and local emergency management teams. Recommended for members of State and local emergency management teams who assist in the teaching of FEMA- or State-developed classroom training.

Prerequisites:

Required: Must have responsibility for teaching a portion of a FEMA- or State-developed course.

Recommended: None.

**G280 Public Policy in Emergency Management**

This 1-day course is designed to heighten awareness of public policy issues inherent in emergency management. Discussions and exercises cover public policy analysis, executive roles, hazard evaluation, establishing public policy, and media relations.

Selection Criteria: Elected and appointed officials of State and local governments who have policy responsibilities, such as mayors, city council members, county executives, district attorneys, legal counsel, county supervisors, attorneys general, adjutants general, public safety directors, budget officers, and those with similar responsibilities.



G290 Basic Public Information Officers (PIO)

This 3-day course is intended for the new or less experienced PIO. Its emphasis is on the basic skills and knowledge needed for emergency management public information activities. Topics include the role of the PIO in emergency management, conducting awareness campaigns, news release writing, public speaking, and television interviews.

Selection Criteria: Emergency management personnel, including fire and law enforcement who have either full- or part-time responsibilities for public information in their communities or departments. Individuals with considerable experience in public information may want to consider applying for a waiver to attend the *Advanced Public Information Officers* (E388) course at EMI. See page 43 of this catalog for details.



Disaster Operations and Recovery

Disaster Operations and Recovery are phases of emergency management that require a team effort at all levels of government and the private sector. Professionals involved in disaster operations and recovery include elected and appointed officials, city and county administrators, emergency managers, public works directors, building officials, community planners, emergency services personnel, and other allied professionals.

Training and education in disaster operations and recovery roles and responsibilities is a critical first step towards ensuring successful disaster operations. The Disaster Operations and Recovery curriculum is designed to equip Federal, State, local, and Tribal professionals with the knowledge, skills, and abilities required to perform their jobs. These professionals are encouraged to avail themselves of the courses offered in the curriculum.

ADVANCED PROFESSIONAL SERIES

The Advanced Professional Series is a new series of courses that offers “how to” training for applying skills in disaster operations and enabling communities to become disaster resistant. Participants who complete the six required courses plus any four of the elective courses are eligible to receive a certificate of completion.

Required Courses

- G191** *Incident Command System/Emergency Operations Center Interface* (description on page 70)
- G250.7** *Workshop: Local Situation (RAPID) Assessment and*
- G270.1** *Asking for Help* (descriptions on page 96)
- G288** *Donations Management Workshop* (description on page 97)
- G385** *Disaster Response and Recovery Operations* (description on page 98)
- G393** *Mitigation for Emergency Managers* (description on page 66)

and at least one of the following:

- G279** *Retrofitting Flood-Prone Residential Buildings* (description on page 64)
- G362** *Multi-Hazard Emergency Planning for Schools* (description on page 65)
- G434** *Earthquake Program for Schools* (description on page 67)

Elective Courses (Choose 4)

Any of the last three listed not taken as a required course, and

- G137** *Exercise Program Manager/Management* (description on page 103)
- G202** *Debris Management* (description on page 95)
- G250.3*** *Workshop: Disaster-Related Needs of Seniors and Persons with Disabilities* (description on page 95)
- G275** *Emergency Operations Center (EOC) Management and Operations* (description on page 97)
- G276** *Resource Management* (description on page 97)
- G361** *Flood Fight Operations* (description on page 98)
- G386** *Mass Fatalities Incident Response* (description on page 98)

*This course will be replaced by G197, *Emergency Planning and Special Needs Populations* in FY 2003.

G108 Community Mass Care Management

This 2-day course is aimed to equip emergency management staff and voluntary agency personnel with the knowledge and skills necessary to perform as effective mass care coordinators in a broad range of disaster situations. The course covers how to assess and size up mass care needs; how to plan for mass care; recruitment, training, and exercises for mass care personnel; and actions to take in short-term and long-term mass care operations (response and recovery).

Selection Criteria: State, Tribal, and local government emergency management and voluntary agency personnel who provide mass care assistance.

**G197 Emergency Planning and Special Needs Populations**

This 2½-day course is intended to provide those with responsibilities for providing emergency planning or care of seniors, people with disabilities, and/or special needs groups with the skills and knowledge they will need to prepare for, respond to, and recover from emergency situations.

Selection Criteria: The target audience for this course is very broad and includes, but may not be limited to, emergency managers, senior first-response personnel, special needs coordinators, human services organization personnel, facility planners, community-based organizational personnel, advocacy group personnel, elected officials, public health personnel, and Voluntary Organizations Active in Disaster (VOAD) personnel.

*In FY 2003, this course will be replacing G250.3, *Disaster Related Needs of Seniors and Persons with Disabilities* and G391, *Disaster Response Planning for Organizations Serving Seniors and People with Disabilities*.

**G202 Debris Management**

This field course is designed for State and local personnel at all levels as well as public works directors, their staffs, and waste management personnel. The course provides an overview of issues and recommended actions necessary to plan for, respond to, and recover from debris-generating events.

Selection Criteria: State and local personnel.

NOTE: All course files are accessible to the State Training Officer via the FEMA Web site.

**G203 Public Assistance Applicants' Workshop**

This 1-day field course is an overview of the roles and responsibilities of potential applicants who participate in FEMA's Public Assistance program. The target audience includes local government personnel, public works directors, emergency management coordinators, and other local government personnel with disaster assignments involving the community infrastructure.

**G250 Workshop: Emergency Management (WEM)**

This special workshop deals with specific emergency management activities and problems. It is intended to cover non-administrative, innovative, or situational emergency management training subjects that may normally confront local directors. It does not replace any current course or segments of courses. The following workshop modules are available for use in conducting WEM workshops.

G250.3 Workshop: Disaster-Related Needs of Seniors and Persons with Disabilities

This 4-hour module is intended to increase awareness of the potential special needs of seniors and persons with disabilities before, during, and after a disaster. Awareness then is linked to the unique emergency preparedness and planning requirements to address those needs.

Selection Criteria: State and local emergency managers and other members of emergency services and community support groups.

* Currently being revised. Will be replaced by G197, *Emergency Planning and Special Needs Populations* in FY 2003 (see page 95).

G250.7 Workshop: Local Situation (RAPID) Assessment

Communities can use the Resource Guide and Facilitator's Guide when developing the plan and procedures for rapidly and efficiently collecting disaster intelligence immediately following a disaster. This intelligence is used to prioritize response activities, allocate available resources, and specifically request resources from other sources to save and sustain lives.

Selection Criteria: Any community working to improve its disaster intelligence collection procedures.

**G270 Workshop in Emergency Management (WEM): Response and Recovery**

These Response and Recovery WEM modules treat current topics in response and recovery that can be included in State workshops. Plans include development of a series of modules that will be ready for field delivery during the current and future years. Notification of future availability of WEM modules will be made through EMI Grams and other communications with the States.

Currently, six WEM modules, described below, are available: G270.1, G270.2, G270.3, G270.4, G270.5, and G270.6.

G270.1 Asking for Help

This videotape and facilitator guide are designed to promote local officials' awareness of effective approaches for requesting government assistance during and immediately after disasters. Recent disasters have shown that many local officials are unsure of the size, amount, location, and type of resources needed. This can be used in conjunction with the *Resource Management* course (description on next page).

Selection Criteria: Local government emergency managers.

G270.2 The Federal Response Plan (FRP)

This videotape and accompanying facilitator guide are designed to promote awareness of the FRP. The overview explains what the FRP is, when it is used, and who is involved.

Selection Criteria: State and local government emergency managers.

G270.3 Expedient Flood Training

This 45-minute orientation module is designed to train volunteers in flood-fighting techniques using sandbags and other materials.

Selection Criteria: Local government emergency managers and emergency responders.

G270.4 Recovery From Disaster: The Local Government Role

This workshop is designed for local government disaster recovery professionals (elected officials, city/county administrators, emergency management coordinators, public works directors, building inspectors, community planners, and unmet needs committee coordinators).

The WEM is designed for ½- to 2-day delivery, depending on local need, and covers the roles, responsibilities, and major tasks of each team member during short- and long-term recovery. Course materials include checklists, sample forms, brochures, public notices, sample news releases, sample ordinances, and other resources (in hard copy and electronic file) to assist local recovery teams in their jobs.

Course materials will be available for State delivery in October 2002.

Selection Criteria: Local government emergency managers, city and county administrators, community planners, building inspectors, and public works directors.

G270.5 Managing Through a Disaster for Supervisors

This 1½-day workshop provides local government managers and supervisors with an improved ability to supervise disaster workers and to plan for and cope with problems working through and recovering from disasters.

Selection Criteria: Local government managers and supervisors.

G270.6 Working Through a Disaster for Front-Line Employees

This 1-day workshop provides front-line local government employees with an improved ability to plan for and cope with the problems of working through and recovering from disasters.

Selection Criteria: Local government emergency managers and response and recovery personnel.



G275 Emergency Operations Center (EOC) Management and Operations

This 3-day course provides participants with the knowledge and skills to effectively manage and operate an EOC during crisis situations. The course covers many aspects of properly locating and designing an EOC, how to staff, train, and brief EOC personnel, and how to operate an EOC during various situations. It is modular so that it is flexible enough to meet various jurisdictions' needs.

Selection Criteria: State and local individuals responsible for developing, staffing, managing, and operating an EOC. Other EOC staff are encouraged to attend.

Prerequisites:

Required: Successful completion of IS-275, *The Emergency Operations Center Role in Community Preparedness, Response, and Recovery Operations*.

Recommended: None.

**G276 Resource Management**

This 2-day course provides participants with the knowledge and skills to effectively identify, develop, and manage a resource management system. The course covers aspects of how to tap into little used resources, how to develop and manage a system to better manage scarce public and private sector resources in a crisis situation, and how to ask for help (the videotape and facilitator's guide for G270.1 has been incorporated into this course).

Selection Criteria: State and local individuals responsible for effectively developing and managing a resource management system within the EOC or Incident Command System (ICS).

The course received the Outstanding Technology Branch Training Program award for 1993-1994 from the Potomac Chapter of the International Society for Performance and Instruction.

**G288 Donations Management Workshop**

This 8-12 hour workshop addresses the planning and operations of an effective donations management system to ensure efficient use of undesignated donations and spontaneous volunteers during a disaster in conjunction with representatives of Voluntary Organizations Active in Disaster (VOAD) and State and local government.

Selection Criteria: Local government officials or State and local leaders of key voluntary organizations (i.e., those affiliated with the State VOAD), who have responsibility for planning, coordinating, implementing, and/or operating the donations management function at the State and local level.

Prerequisites:

Required: Participants must have some responsibility to oversee, coordinate, and/or assist with the State and local donations function during large-scale disasters.

Recommended: IS-288, *Role of Voluntary Agencies in Emergency Management*.



G361 Flood Fight Operations

This 2½-day course is for emergency managers, public works officials, levee district representatives, and others responsible for planning, preparing, and managing the response to a flood. Using a combination of lectures, discussions, activities, and exercises, the course will take participants through the complete process from well before the flood to clean-up afterwards. Officials from every community at risk of flooding should take this training.

While this training emphasizes how to conduct a flood fight, it provides information to help communities decide if a flood fight is possible and worth the effort and cost. Diagrams with materials lists and equipment and labor requirements to construct various types of temporary flood protection can be used to help determine if there is enough time and resources to protect the community. If the whole community cannot be protected, then officials must decide where to concentrate their efforts to protect some areas and/or evacuate and relocate what they can. If a flood fight is undertaken, it should be done the right way or the effort will be wasted.

Instructors should be experienced in flood fighting. It is recommended that the U.S. Army Corps of Engineers be part of the instructional team to discuss the methods and techniques it will use in your region and to explain what assistance it may be able to provide.

NOTE: *Some States may decide to add the 45-minute Expedient Flood Training (G270.3) to offerings of this course and may also do a field activity to build a sandbag wall. If participants will be asked to fill and place sandbags, they should be told to bring appropriate clothing.*

Selection Criteria: Federal, State, Tribal, and local officials responsible for planning, preparing, and managing response to floods.

**G385 Disaster Response and Recovery Operations (DRRO)**

This revised 3-day course covers the basic concepts, operational procedures, and authorities involved in responding to major disasters. It addresses Federal, State, and local roles and responsibilities in major disaster recovery work. An overview of preliminary damage assessment, disaster recovery centers, and special needs of victims and disaster workers is also included.

Selection Criteria: State disaster staffs, local government emergency management personnel, and private relief agency disaster staffs.

NOTE: *PowerPoint visuals are available from the FEMA Web site via the State Training Officer.*

**G386 Mass Fatalities Incident Response**

This course prepares local and State response personnel and other responsible agencies and professionals to handle mass fatalities effectively and to work with the survivors in an emergency or disaster.

Selection Criteria: The course is designed for a wide audience, encompassing the range of personnel with a role to play in mass fatality incidents. Coroners, medical examiners, funeral directors, heads of first response agencies (fire, police, EMS, etc.) planners, and emergency management coordinators will benefit from this course.



**G391 Disaster Response Planning for
Organizations Serving Seniors and People
with Disabilities**

This 1½-day course explores issues confronting social service agencies, care providers, and local emergency management offices in disasters. The materials are designed to promote awareness of these issues, to encourage social service agencies and care providers to work with local emergency management offices. The course goes beyond G250.3, *Workshop in Emergency Management (WEM): Disaster Related Needs of Seniors and Persons with Disabilities* by providing more detailed response planning guidelines and case studies, and in its emphasis on the role of the care provider and local emergency managers.

Selection Criteria: This course is primarily for disaster and emergency coordinators of social service agencies and other organizations serving seniors and people with disabilities. An allied audience is the local emergency manager who has responsibility for coordinating planning and response actions for local jurisdictions.

* Currently being revised. Will be replaced by G197, *Emergency Planning and Special Needs Populations* in FY 2003 (see page 95).



Integrated Emergency Management

The Integrated Emergency Management curriculum also includes courses (offered by State emergency management agencies) that are designed to improve the overall exercise capabilities of local, Tribal, State, and Federal organizations. Five courses which feature job aids complete an overall Comprehensive Exercise Curriculum (CEC). These courses will provide all of the building blocks necessary to achieve a performance-based curriculum in simulation and exercise.

The *Exercise Program Manager/Management Course* was designed to provide higher level program management skills in developing performance-based exercise systems. An *Exercise Control/Simulation* course will enable participants to establish effective exercise control and simulation teams. The *Exercise Controller/Simulator* and *Exercise Evaluator Workshops in Emergency Management (WEMs)* are designed as utility training packages to train staff to perform these critical tasks in the conduct of emergency management exercises. When coupled with FEMA's Comprehensive Exercise Program as coordinated by State offices of emergency management, the learning and performance-based experience in this curriculum can establish the foundation for an excellent community- and system-wide emergency response system.

The Emergency Management Institute developed the Master Exercise Practitioner (MEP) Program in FY 1999 to recognize those individuals who successfully complete all the training courses in the CEC. G138, *Exercise Practicum*, is available for those individuals who wish to earn the title Master Exercise Practitioner. The practicum is a self-directed and negotiated series of 11 proficiency demonstrations in which the MEP candidate will be challenged to apply the knowledge, skills, and abilities acquired through participation in CEC courses to emergency management exercises.

State emergency management agencies serve as sponsors for MEP candidates. When the MEP candidate has successfully completed G138, *Exercise Practicum*, the sponsor may request through their respective FEMA regions that EMI award the Master Exercise Practitioner title to recognize the high level of achievement in this specialized field.

MASTER EXERCISE PRACTITIONER (MEP) PROGRAM

The overall goal of the MEP program is to establish a level of professional achievement and recognition for persons charged with administering and conducting emergency management exercise programs and activities.

The award of the MEP title is a means of recognizing individuals who have completed the Comprehensive Exercise Curriculum (CEC) and have demonstrated, through hands-on application of knowledge and skills in proficiency demonstrations, a high level of professionalism and capability in the arena of emergency management exercises.

Individuals who wish to earn the MEP title must enroll in the G138, *Exercise Practicum* in order to complete the specific exercise proficiency demonstrations.

The CEC is comprised of the following:

- IS-120** *An Orientation to Community Disaster Exercises* (Independent Study) (description on page 110)
- G120** *Exercise Design* (description on page 102)
- G130** *Exercise Evaluation* (description on page 103)
- G135** *Exercise Control/Simulation* (description on page 103)
- E136** *Exercise Development* (EMI Resident) (description on page 57)
- G137** *Exercise Program Manager/Management* (description on page 103)
- G138** *Exercise Practicum* (For MEP Candidates Only) (description on page 104)
- G250.8** *Exercise Controller/Simulator WEM* (description on page 104)
- G250.9** *Exercise Evaluator WEM* (description on page 104)

G110 Emergency Management Operations Course (EMOC) for Local Governments

The EMOC is designed for local communities or Tribal governments that may not be able to participate in FEMA's resident *Integrated Emergency Management Courses*. The EMOC is an exercise-based program with planning sessions that begin weeks prior to the actual course, and it includes classroom sessions and exercises. The flexible format of the EMOC allows it to be conducted in a 2½-day or 3-day format. The purpose of the EMOC is to improve operational capabilities as they relate to managing emergencies in the local community. The course places emphasis on the Emergency Operations Center (EOC) as a focal point for managing a simulated emergency.

Selection Criteria: Elected and appointed city and county officials. These include mayor, city manager, city council, county commissioner, county manager, and other key positions, such as emergency management director and public information officer. Also included as eligible participants are upper- and mid-management personnel, including supervisory, operational, and communications staff from the fire service, law enforcement, public works, and emergency medical services. Volunteer groups also should participate.



G120 Exercise Design

This 2-day course develops skills that will enable those attending to train staff and to conduct an exercise that will test a community's plan and its operational response capability.

Selection Criteria: FEMA regional, State, and local emergency management staff responsible for developing and conducting exercises. Local government participants should represent jurisdictions with completed emergency plans and should bring their plans to the course.

Prerequisites:

Required: None.

Recommended: Complete Independent Study Course IS-120, *An Orientation to Community Disaster Exercises*, before attending the field offering.



G130 Exercise Evaluation

This 2-day course provides knowledge and develops skills that will enable those attending to manage exercise evaluation activities before, during, and after an emergency management exercise.

Selection Criteria: State, FEMA regional, and local emergency management and emergency services staff who have the responsibility of managing exercise evaluation activities associated with the overall emergency management functions or emergency service disciplines, such as fire, law enforcement, emergency medical services, public works, and community service/volunteer agencies and organizations.

Prerequisites:

Required: None.

Recommended: The participant must have substantial knowledge of emergency operations within his/her organization and the assigned responsibility to manage the evaluation function or serve as an evaluation team leader as part of the community's exercise program.

**G135 Exercise Control/Simulation**

This 2-day course is designed for experienced emergency exercise staff to perform tasks as chief exercise controllers or control team leaders for emergency management exercises. Participants are challenged to examine exercise concepts and objectives, develop exercise control plans, and perform an examination of the tasks necessary to perform effective exercise control and simulation for tabletop, functional, and full-scale exercises.

Selection Criteria: State, FEMA regional, other Federal agency staff, and local emergency management/emergency services staff who have the responsibility of functioning as chief exercise controller or exercise control team leader in their respective organization's/jurisdiction's comprehensive exercise program activities.

Prerequisites:

Required: None.

Recommended: The participant must have substantial knowledge of emergency management operations and exercises within his/her organization and the assigned responsibility to function as chief exercise controller or control team leader/member. EMI recommends participants complete IS-120, *An Orientation to Community Disaster Exercises* and G120, *Exercise Design* course.

**G137 Exercise Program Manager/Management**

This 2½-day course provides knowledge, skills, and job aids to assist local, State, and Federal personnel in implementing their roles and responsibilities as exercise program managers. Work products developed during the course will be useful for the participant to develop or upgrade his or her comprehensive exercise program.

Selection Criteria: State, FEMA regional, other Federal agency staff, and local emergency management/emergency services staff who have the responsibility to initiate and/or maintain their respective organization's/jurisdiction's overall exercise program.

Prerequisites:

Required: The participant must have substantial knowledge of emergency management operations and exercises within his/her organization and the assigned responsibility to initiate and/or upgrade the overall comprehensive exercise program.

Recommended: EMI recommends that participants complete IS-120, *An Orientation to Community Disaster Exercises*, G120, *Exercise Design* course, and G130, *Exercise Evaluation* course.



G138 Exercise Practicum for the Master Exercise Practitioner

This activity consists of a series of self-directed and negotiated proficiency demonstrations of the knowledge, skills, and abilities acquired through the completion of courses in the Comprehensive Exercise Curriculum (CEC). The proficiency demonstrations are structured in three major areas of concentration: exercise design and control, exercise evaluation, and exercise management/program management. Practicum sponsors will monitor the completion of 11 major proficiency demonstrations. In this manner, capabilities gained in classroom instruction can be applied to actual emergency management exercises as conducted by local, State, and Federal agencies.

Selection Criteria: State, FEMA regional, other Federal agency staff, and local/Tribal emergency management/emergency services staff who have the responsibilities related to the design, development, performance, and evaluation of emergency management exercises. Applicants must declare their intention of completing the CEC offerings and earn the Master Exercise Practitioner title.

Prerequisites:

Required: The participant must have completed IS-120, *An Orientation to Community Disaster Exercises* and G120, *Exercise Design*, and must be accepted by the Practicum sponsor as a Master Exercise Practitioner candidate.

**G250 Workshop: Emergency Management (WEM)**

This special workshop deals with specific emergency management activities and problems. It is intended to cover nonadministrative, innovative, or situational emergency management training subjects that may normally confront local directors. It does not replace any current course or segments of courses. The following workshop modules are available for use in conducting WEM workshops.

G250.8 Exercise Controller/Simulator

This 6-hour workshop is designed for use with specific exercises to prepare individuals to function as exercise controllers and/or simulators. Participants, given a job aid, will identify tasks, define roles and responsibilities, demonstrate proper use of the master scenario event list, and solve potential/actual exercise problems and issues related to exercise controller/simulator roles.

Selection Criteria: State, FEMA regional, other Federal agency staff, and local emergency management/emergency services staff who have responsibility to function as exercise controller/simulator in his/her respective organization's/jurisdiction's comprehensive exercise program activities.

Prerequisites:

Required: None.

Recommended: The participant must have substantial knowledge of emergency management operations and exercises within his/her organization and the assigned responsibility of functioning as a control/simulation team leader or member.

G250.9 Exercise Evaluator

This 6-hour workshop is designed for use with specific exercises to prepare individuals to function as exercise evaluators. Participants, given a job aid, will define roles and responsibilities, review evaluation plans and individual assignments, demonstrate proper use of evaluation plans and individual points of review, data collection techniques, and solve evaluation-related problems and issues.

Selection Criteria: State, FEMA regional, other Federal agency staff, and local emergency management/emergency services staff who are responsible for functioning as exercise evaluators in their respective organization's/jurisdiction's comprehensive exercise program activities.

Prerequisites:

Required: None.

Recommended: The participant must have substantial knowledge of emergency management operations and exercises within his/her organization and the assigned responsibility to function as an evaluation team leader or member.



INDEPENDENT STUDY COURSES

Independent Study

The Federal Emergency Management Agency's Independent Study Program is delivered through the Emergency Management Institute (EMI) and consists of self-paced courses. Each course is supported with specialized sets of course materials. These materials include practice exercises, unit reviews, glossaries, subject matter appendices, and a final examination. The average course completion time is 10–12 hours. Those who score 75 percent or better on the final examination are issued a certificate of completion.

Enrollment Options (There are no enrollment fees or charges.)

All **individual enrollment** requests must include:

- Course selected by course title and course number.
- Participant's name (this name will be the one that will be maintained in the participant file and will be printed on all completion records and certificates).
- Participant mailing address.
- Participant's social security number.

Group Enrollments may be coordinated for groups of five or more participants. **Each group enrollment** must include all of the above for each participant on the group roster with the name and contact information for the group enrollment coordinator.

- **Fax** to (301) 447-1201
- **Internet** at <http://training.fema.gov/emiweb/ishome.htm> (Group enrollments cannot be submitted over the Internet yet.)
- Or **send by United States Postal Service** to:

FEMA Independent Study Program
Emergency Management Institute
16825 South Seton Avenue
Emmitsburg, Maryland 21727-8998

College credit may be obtained for each successfully completed course. For information regarding applications for academic credit and fees, contact the Independent Study office.

Continuing education units (CEUs) may be granted if an individual is not seeking college credit. An individual may seek one or the other, not both.

Military retirement and retention points. Army, Air Force, and Coast Guard reserve personnel not on extended duty may earn points upon successful completion of each course. The number of points awarded is determined by the student's unit or branch of service.

To contact the FEMA Independent Study office:

- **Fax** to (301) 447-1201
- **E-mail** at independent.study@fema.gov
- Or **send by United States Postal Service** to:

FEMA Independent Study Program
Emergency Management Institute
16825 South Seton Avenue
Emmitsburg, Maryland 21727-8998

IS-1 Emergency Program Manager: An Orientation to the Position

This Independent Study course provides an introduction to Comprehensive Emergency Management (CEM) and the Integrated Emergency Management System (IEMS). Included is an in-depth look at the four phases of comprehensive emergency management: mitigation, preparedness, response, and recovery. The text is accompanied by illustrations, diagrams, and figures. In most units, there are worksheets, exercises, and tasks to complete.

CEUs: 1.0



IS-2 Emergency Preparedness, USA

This Independent Study course contains information about natural and technological hazards. Participants are led through the development of personal emergency preparedness plans and are encouraged to become involved in the local emergency preparedness network. The text is accompanied by illustrations, maps, charts, and diagrams.

CEUs: 1.0



IS-3 Radiological Emergency Management

This Independent Study course contains information on a variety of radiological topics, including:

- Fundamental principles of radiation
- Nuclear threat and protective measures
- Nuclear power plants
- Radiological transportation accidents
- Other radiological hazards

Prerequisite for G320, *Fundamentals Course for Radiological Response*.

CEUs: 1.0



IS-5 Hazardous Materials: A Citizen's Orientation

This Independent Study course provides a general introduction to hazardous materials that can serve as a foundation for more specific research. The course has five units and has been designed with the objective of helping the individual

- recognize the dangers posed by hazardous materials;
- identify places where hazardous materials are likely to be encountered;
- understand when a hazard may exist;
- contact the appropriate persons or agencies to give or receive specific hazardous materials information, and;
- identify procedures to minimize personal and community exposure to hazardous materials.

CEUs: 1.0



IS-7 A Citizen's Guide to Disaster Assistance

This Independent Study course provides a basic understanding of the roles and responsibilities of the local community, State, and the Federal government in providing disaster assistance. It is appropriate for both the general public and those involved in emergency management who need a general introduction to disaster assistance.

CEUs: 1.0

**IS-8 Building for the Earthquakes of Tomorrow: Complying with Executive Order 12699**

This course provides the participant with the background necessary to understand the effects of Executive Order (EO) 12699, signed by President Bush in 1990. In the wake of the Loma Prieta earthquake of October 1989, this EO requires all Federally owned, leased, or financed new buildings to comply with strict earthquake building design set forth in the National Earthquake Hazard Reduction Plan (NEHRP) Recommended Building Provisions. The NEHRP has provided a base for all national building codes for seismic design.

The course is a nontechnical discussion of earthquakes, building design, and the requirements of the EO. It is for local officials including mayors, city managers and commissioners, local council persons, building inspectors, zoning officials, building designers, and others concerned with this topic.

CEUs: 1.0

**IS-9 Managing Floodplain Development Through the National Flood Insurance Program (NFIP)**

This Independent Study course is designed to provide technical, in-depth information to community officials who have responsibility for administering floodplain development. The course provides a comprehensive initiation into floods and floodplain concerns, particularly the NFIP, including studies and mapping, regulatory measures, ordinance administration, substantial improvement and damage, flood insurance, and disaster operations and hazard mitigation.

This course will take approximately 30-40 hours to complete. Course materials include a Student Manual, videotape, engineer scale, and flood maps of various types.

CEUs: 4.0

**IS-10 Animals in Disaster: Module A, "Awareness and Preparedness"**

Module A of this two-part course is designed to increase the awareness and preparedness of animal owners and care providers. It includes sections on typical hazards, how these can affect animals, and what can be done by responsible animal owners to reduce the impact of disasters on their animals as well as upon themselves.

CEUs: 1.0

**IS-11 Animals in Disaster: Module B, "Community Planning"**

Module B, the second part of the *Animals in Disaster* course, is intended to guide emergency management officials, animal owners, care providers, and animal industries in preparing disaster plans. The goal of this module is to provide information sufficient to enable the animal care community and emergency management officials to meet and develop meaningful and effective plans that improve the care of animals, their owners, and the animal care industry in times of disaster.

CEUs: 1.0



IS-12 Property Acquisition for Local Communities

Property acquisition is a way to reduce repetitive losses, primarily those resulting from floods. Properties that are repeatedly damaged from floods may be eligible for purchase, relocation, or elevation through a State-managed grant program to local communities. Once property is acquired and structures removed, it is then maintained as open space, such as a park, which will suffer little damage in future flooding. This course familiarizes the State and local officials with the property acquisition process under FEMA's Hazard Mitigation Grant Program. Using the guidance manual for the acquisition program, this course takes the participant through the steps required to successfully apply for and implement a program in his/her own community.

Sample forms and job aids are provided to assist students in preparing applications, reports, and other requirements to participate and manage the program.

Selection Criteria: This course is for State and local officials who will manage or administer property acquisition programs in their own jurisdictions.

CEUs: 1.0

**IS-15 Special Event Contingency Planning for Public Safety Agencies**

Almost every community is host at one time or another to a special event, whether it is a fair, parade, sporting event, or another type of mass gathering. This CD-ROM-based course is intended for representatives of the public safety team involved in development of the event contingency plan. The course has numerous activities based on a series of planning aids contained on the CD-ROM. These planning aids include contingency plan considerations for law enforcement, fire, emergency medical, public health, public works, and emergency management.

CEUs: 1.0

**IS-120 An Orientation to Community Disaster Exercises**

This Independent Study course includes a ½"-VHS video cassette and a Student Manual and provides an orientation to the types of exercises used to test and evaluate a community's emergency plan. The content illustrates the eight basic steps in exercise design and emphasizes the use of a design team to ensure the success of a community's exercise program.

Completion of this course is a prerequisite to participation in the State-delivered G120, *Exercise Design* course.

CEUs: 1.0

**IS-195 Basic Incident Command System**

This Independent Study course is designed to provide a general introduction to the Incident Command System (ICS) for individuals who have emergency response duties. It is designed as a multidiscipline course with various incident scenarios and activities. Units of study include: *Introduction to the Incident Command System (ICS)*, *The ICS Orientation*, *Incident Facilities*, *Incident Resource Management*, and *Incident Command System Assignments*.

This course also may be delivered in the classroom (12 hours). FEMA has developed an Instructor Guide. Groups interested in enrolling should contact their State emergency management training officer for information.

The content of this course is generally equivalent to National Interagency Incident Management System (NIIMS) training modules 1–6 (I-100/200).

CEUs: 1.0



IS-208 State Disaster Management

The course contains information on the pre-declaration to recovery and mitigation actions required by States in order to facilitate the disaster assistance process.

This course provides the user with the knowledge necessary to better understand the interrelationship of State and Federal disaster assistance programs and their representatives who administer and manage these programs.

Information is presented in a programmed instruction format so that individuals can “test” out of units, proceed to the final and work at their own pace.

CEUs: 1.0

**IS-275 The Emergency Operations Center's (EOC's) Role in Community Preparedness, Response, and Recovery Operations**

This course is a prerequisite for G275, *Emergency Operations Center (EOC) Management and Operations*. The goal of this Independent Study course is to provide the reader with the understanding of the vital role an EOC plays in the community's overall preparedness, response, and recovery activities.

The course includes a workbook and videotape, *The Role of the EOC*, which the reader may keep for future reference.

CEUs: 1.0

**IS-271 Anticipating Hazardous Weather and Community Risk**

This computer-based course is designed for the emergency manager, who has the responsibility to anticipate and prepare for hazardous weather. This course will prepare emergency managers to meet this challenge by:

- Enhancing their ability to **recognize potentially hazardous weather and flooding situations** and how they may affect your community
- Familiarizing them with NWS products so that you understand how to **use and interpret forecasts**
- Encouraging them to **develop a partnership** with the NWS well in advance of a threat

The course has four main sections and concludes with a case study of the flooding in Fort Collins in 1997. It is located at <http://www.fema.gov/emi/crslist.htm>.

Technical Requirements: Windows 95, 98, 2000, or NT 4.0; Intel Pentium Processor, 133 MHz or faster (recommended), Windows-compatible sound card, (4x or greater) CD-ROM drive, 16 MB RAM; Netscape or Microsoft Internet Explorer (Version 4x or higher recommended).

**IS-279 Retrofitting Flood-Prone Residential Buildings**

EMI recommends that participants take this Independent Study course prior to attendance at EMI's more technical Resident course of the same title (E279). The course provides users with an overview of retrofitting, the National Flood Insurance Program (NFIP), and minimum requirements of floodplain management as it relates to retrofitting methods and parameters that influence retrofitting decisions.

This course format is programmed instruction which allows you to work at your own pace.

CEUs: 1.0

**IS-288 Role of Voluntary Agencies in Emergency Management**

This Independent Study course is intended to educate the reader about the vital role that voluntary agencies play as key partners in providing disaster relief services throughout the entire emergency management cycle (i.e., mitigation, preparedness, response, and recovery).

CEUs: 1.0



IS-301 Radiological Emergency Response

This course is a prerequisite to the Resident course, S301, *Radiological Emergency Response Operations (RERO)*. The goal of this Independent Study course is to provide a learning experience in which participants demonstrate a comprehensive understanding of radiological protection and response principles, guidelines, and regulations that will prepare them for the operations course (RERO).

CEUs: 1.0

**IS-324 Community Hurricane Preparedness**

This computer-based course is designed to provide basic information about how hurricanes form, the hazards they pose, how the National Weather Service forecasts hurricanes, and what tools and guiding principles can aid decisionmakers.

The IS-324 CD-ROM is available only to members of the emergency management community and officials with decisionmaking responsibility at the local, State, and Federal levels who work with hurricane-prone communities.

The course is available to anyone on the Web. Go to <http://training.fema.gov/emiweb/IS324.htm>

Technical Requirements: Windows 95, 98, or NT 4.0; Intel Pentium Processor, 133 MHz or faster (recommended); Windows-compatible sound card; 4x or greater CD-ROM drive; 16 MB RAM; and Web browser software: Netscape Communicator (4.x recommended) or Microsoft Internet Explorer (4.x recommended).

CEUs: 1.0

**IS-330 Refresher Course for Radiological Response**

This individualized instruction is available on videotape and workbook for the individual to review monitoring techniques, protective actions, and radiation information for all types of radiation emergencies. **Access to a ½"-VHS video player and television is required.** The videotape may be kept for future refresher training. CD-ROM format is available with the following hardware requirements:

1. Minimum of an IBM-compatible Pentium 90
2. 16-bit sound card and speakers
3. 800 x 600 screen resolution
4. 16-bit color minimum
5. Windows 3.1 or 95/98

Prerequisite: Successful completion of *Fundamentals Course for Radiological Response*. Participants should submit a copy of their certificates along with the enrollment application.

CEUs: 1.0

**IS-346 Orientation to Hazardous Materials for Medical Personnel**

This self-study guide is designed to prepare medical and hospital personnel to analyze hazardous materials situations, take the necessary steps to assure medical provider safety, and identify appropriate resources for decontamination and medical care. This course serves as the prerequisite for the field (Non-Resident) course, *Hospital Emergency Department Management of Hazardous Materials Accidents (HMA)* (G346).

CEUs: 1.0

**IS-362 Multi-Hazard Emergency Planning for Schools**

EMI recommends that participants take this Independent Study course prior to attending EMI's Resident course of the same title (E362). The goal of the IS course is to help the reader recognize that schools need to plan and be prepared for all types of disasters. As a result, emergency planning is not a one-time process but is continual, using lessons learned from drills and real emergencies and other guidance to strive for constant improvement of the plan.

CEUs: 1.0

IS-386 Introduction to Residential Coastal Construction

This Independent Study course will introduce you to basic information about residential coastal construction. The course content is presented in nine units. Some of the unit topics are coastal environment, regulatory requirements, identifying hazards, siting, and financial and insurance implications. The course also includes a pre-test, self-check reviews, unit exercises, glossary of terms, and final examination.

Recommended: This is a very comprehensive, advanced-level course. The target audience is engineers, architects, and building code officials. Floodplain management, hazard mitigation, planning, and building officials with science knowledge are also part of the recommended audience.

CEUs: 1.4

**IS-393 Introduction to Mitigation**

This Independent Study course provides an overview of the basic mitigation knowledge that is needed to initiate interested parties into the field of mitigation and hazards threatening the community. It includes information about community mitigation strategies, responsibilities, and resources, and about building a program.

Completion of this course is a prerequisite for participation in G393, *Mitigation for Emergency Managers* course.

CEUs: 1.0

**IS-394 Mitigation for Homeowners**

This Independent Study course is designed for homeowners and small businesses to introduce them to mitigation and assist them in identifying the natural hazards which affect their community and to which they are most vulnerable, what potential risks could affect their home during disasters, and in determining which mitigation actions they should undertake to reduce the risk of potential damage to their family, home, and property from disaster.

It provides the homeowner with nontechnical mitigation techniques for the home, both pre-disaster (preventive) and post-disaster (corrective) that will reduce disaster costs and the impacts of natural hazards.

CEUs: 1.0

IS-513 The Professional in Emergency Management

This course is for any professional in emergency management or anyone who is looking for a career in the profession. It is designed to give a broader professional outlook for versatile emergency managers. These professionals will be able to coordinate outside the home jurisdiction and apply skills to hazards and circumstances in any part of the country.

There are two parts to this book. One part is an orientation to the national assets coordinated by FEMA and the Federal role in disaster management. The other part is devoted to increasing knowledge of a wider range of hazards. We have joined these two different topics in one book because they represent the broader field of emergency management.

CEUs: 1.0

**IS-600 Special Considerations for FEMA Public Assistance Projects**

Special considerations are issues, other than eligibility, that affect the scope of work and funding for FEMA Public Assistance projects. These issues include insurance, hazard mitigation, environmental considerations, and historical considerations. Noncompliance with these issues can result in applicant loss of funding, delays in project approval, legal action, and negative publicity. Timely identification and resolution of special considerations issues can prevent these consequences. This new Independent Study course provides a baseline for identifying special considerations issues, guidelines for applicant documentation, and steps for timely resolution.

Selection Criteria: The target audience for this course includes FEMA staff, State, Tribal, and local disaster workers with assignments in FEMA's Public Assistance Program.

Course Length: 1–3 hours

CEUs: .2



IS-630 Introduction to Public Assistance Process

This CD-ROM course is an introductory level course in FEMA's Public Assistance process. It includes four units of instructions covering such topics as an overview, eligibility, kickoff meeting, project formulation, and small project validation. The materials include a section on "How to take this course," an interactive summary activity, and a resource center which includes public assistance policy publications, forms, glossary, link to FEMA's Web site, and an end-of-course examination.

Selection Criteria: FEMA Public Assistance staffs including Disaster Assistance Employees and other FEMA Program staffs; State, Tribal, and local emergency management staffs with responsibilities in FEMA's Public Assistance Program. Highly recommended for nonpublic assistance personnel who need a basic understanding of the process.

Course Length: 1–3 hours

CEUs: .2



Training Division Faculty and Staff

SUPERINTENDENT

Stephen G. Sharro. Previous experience: Extensive experience in adult education and training with FEMA and with the Department of Defense. Assignments include Deputy and Acting Director of Education, U.S. Army Europe; Chief, Operations, U.S. Army Europe; Director of Education, 7th Army Training Command; and education leadership positions with HQ Department of the Army; Fort Ritchie, Maryland, U.S. Army Southeast Asia, and U.S. Army Engineer School. Education: B.S., Indiana University of Pennsylvania; M.S., University of Southern California; U.S. Army War College.

FACULTY AND STAFF

Karen J. Andrew. Secretary. Integrated Emergency Management Branch. Provides clerical support for Branch staff. Responsible for micropurchases; travel arrangements; credit card purchases; time and attendance; and other miscellaneous administrative duties. Previous experience: 10 years in the secretarial field. Education: Graduated Catocin High School, 1991; attended Abbie Business Institute, 7/91-4/92, Executive Secretary Certificate.

Loretta Arscott. Secretary. Office of the Superintendent. Responsible for supporting the Superintendent. Previous experience: Division Director's Secretary; Consumer Safety Technician DHHS/FDA; Office Director's Secretary; International Affairs Specialist Trainee USDA/ARS. Education: Currently attending UMUC; USDA/Graduate School-Aspiring Leader Program Graduate.

Daphne S. Bageant. Secretary. Integrated Emergency Management Branch. Mount Weather Emergency Operations Center. Responsible for time and attendance; calendar of events; micropurchase of credit card items, various secretarial and administrative duties. Previous experience: 12 years in the secretarial field. Joined FEMA in 1996. Education: Various computer classes at Lord Fairfax Community College.

Duane Baltz. Education Specialist. Employee Development Branch. Responsible for applying performance improvement technology that will enable employees to effectively perform their jobs. Previous experience: Program director for fire and emergency management at the National Association of Counties. Education: B.A., History and Government with teaching certificate, Iowa State University; M.P.A., American University; certification to teach front-end analysis and job aid development.

Dynia Beaty. Employee Development Specialist. Employee Development Branch. Currently monitoring and providing training opportunities for FEMA's administrative support personnel and para-professionals. Responsible for selecting faculty, developing course criteria and objectives, evaluating training, and supporting and advising organizational training initiatives. Previous experience: assisting branch specialist with course design and advisor of ad hoc administrative group.

Joseph K. Bills. Training Specialist. Mitigation Branch. Responsible for course development and deliveries, recruitment of students and faculty, and support of courses in mitigation, dam safety, and animals in disaster. Previous experience: disaster planning and response for State government and the U.S. Navy. Education: B.A., Political Science.

B. Wayne Blanchard. Higher Education Project Manager. Readiness Branch. Manages FEMA's Emergency Management Higher Education Project. FEMA's Commissioner to the IAEM Certified Emergency Manager Commission. Disaster Experience: Hurricane Andrew, Mid-West Floods of 1993, Northridge Earthquake. Adjunct faculty Shenandoah University. Education: Ph.D., University of Virginia, 1980. B.A., Political Science, UNCC, 1974. Minor in Theology, Mount St. Mary's College, 1994-1995. Graduate work in Theology, Mount St. Mary's Seminary, 1996-1998.

Daniel L. Bondroff. Training Specialist. Mitigation Branch. Responsible for course management in the mitigation curriculum area. Previous experience: EMI faculty member since 1987; 10 years as a guidance counselor and program manager for the Army Continuing Education System. Education: B.A., Psychology; M.A., Psychology; additional graduate work in Education.

Stephen M. Borth. Training Specialist. Readiness Branch. Responsible for Radiological Emergency Preparedness (REP) and Incident Command System (ICS) training programs. Previous experience: Technological Hazards Program Specialist, FEMA Region I, 1989-1991; Emergency Programs Specialist; U.S. Department of Agriculture, 1991-1992; EMI Training Specialist since 1992. Education: B.S., Education; M.A., Political Science.

Bonnie L. Butler. Chief. Mitigation Branch. Responsible for planning and management of EMI curricula to support FEMA's Mitigation programs. Previous experience: instructor, developer and manager of curricula for government and secondary schools. Education: B.A., English; M.A., English Education, U.S. Army War College.

Richard W. Callis. Deputy Superintendent. Emergency Management Institute. For the 3 years prior to taking this position, was the Integrated Emergency Management Branch chief, duty stationed at the Conference and Training Center, Mount Weather. Prior to that, was the team leader for the Integrated Emergency Management Team and also managed the Professional Development Series of courses. Prior to joining Federal service, managed a State training program for 12 years. During that time, also served as an instructor for a business management program for a private college. Education: B.S., Business Administration; M.S., Education.

Gary L. Chase. Education Specialist. Distance Learning Branch. Responsible for course deliveries, course content and criteria, faculty recruitment and selection, and development support for *Management and Supervision of Training* (E601) and *Course Development* (E604), part of the Master Trainer Program, plus the *Basic Instructional Skills* (G265) course. Previous experience: FEMA Region V Training Manager, Administrative Officer, and Disaster Assistance Employee. Instructor, secondary school system. Education: B.S., Education, 60+ hours in Education.

Ray Chevalier. Training Specialist. Integrated Emergency Management Branch. Responsibilities include lead course and curriculum manager for the Integrated Emergency Management Course team; revise/develop course content; assist in contract faculty recruitment and selection. Previous experience in National Security, Technical Programs curriculum; served in U.S. Air Force Disaster Preparedness for 12 years. Education: B.A., Liberal Arts.

Linda Choha. Training Specialist. Disaster Operations and Recovery Branch since 1992. Previous experience: Region II Disaster Assistance Employee, Information Management System Chief; in 1995 transferred to Virginia National Processing Service Center - Project Monitor, Inspection Services Field Coordinator, Inspection Services Reviewer/Inspector, Applicant Assistance/Hotline Pilot participant, National Emergency Management Information System Human Services development and testing, instructor for National Emergency Management Information System Orientation for Virginia National Processing Service Center staff. Education: Associate's degree, Business Administration and Accounting.

José D. Cortés. Training Specialist. Integrated Emergency Management Branch. Responsible for *Radiological Emergency Response Operations* course development and deliveries, course content and criteria, and recruitment and selection of contract faculty. Education: B.G.S., Business.

Martin L. DiGregory. Training Specialist. Disaster Operations and Recovery Branch. Responsible for Public Assistance Program training, including *Public Assistance Officer*, *Public Assistance Operations II*, and *Debris Operations*. Previous experience: Public Assistance Program office POC for employee performance standards and training. Program POC for development of EMI independent study and resident courses. Education: B.S., Mathematics, Florida Southern College.

Susan M. Downin. Television Producer. Distance Learning Branch. Responsible for managing the Emergency Education NETwork (EENET), program development, marketing, production, and budgeting. Previous experience: accounting, publishing, writing and development of training publications for private industry. Conference coordination and development, housing and admissions coordination for Federal government.

Deborah M. Evans. Training Specialist. Mitigation Branch. Responsible for course deliveries, course content and criteria, and development of NEMIS—Mitigation in-house and field training. Previous experience: Instructor for the State of Maryland's Correctional Education Department. Instructor and developer of automation training for the U.S. Department of Energy, U.S. Department of Defense, and the U.S. Patent and Trademark Office. Education: B.A., Art; M.Ed., M.S., Reading; and additional coursework in Computer Science.

Lowell D. Ezersky. Training Specialist. Integrated Emergency Management Branch. Manages the comprehensive Exercise Curriculum and the Master Exercise Practitioner program; serves as course manager and as a chief exercise controller for various Integrated Emergency Management Courses. Thirteen years with FEMA, 5 years with Nebraska Civil Defense Agency. Education: B.A., History; M.A., Education, all Ph.D. work except dissertation, Community and Human Resources/Leadership Development for Specialized Programs in Adult Education.

Albert H. Fluman. Chief. Integrated Emergency Management Branch. Responsibilities: 20 years in the emergency management field developing, conducting, and evaluating disaster and special event exercises for Federal, State, and local governments, private industry, and airports. Participated in the development and revision of numerous courses at EMI including the Integrated Emergency Management Course (IEMC) series. Education: B.A., Political Science; M.P.A., Public Administration.

Juliann Frantz. Training Specialist. Readiness Branch. Responsible for assisting with Chemical Stockpile Emergency Preparedness Program training. Previous experience: Emergency Management Higher Education Project Assistant. Education: B.S., Sociology.

J. Thomas Gilboy. Training Specialist. Readiness Branch. Responsible for managing the Professional Development Series, the Advanced Professional Series, and various other courses including Integrated Financial Management Information System Training. Previous experience: 28 years of Federal service with FEMA and predecessor agency in programs that cover all phases of emergency management; 6 years in training; Master Trainer Program graduate; Community Relations Field Officer; and Certified Emergency Manager. Education: B.A., M.A., all Ph.D. work but dissertation, English.

Elizabeth C. Gober. Supervisory Training Specialist. Employee Development Branch. Responsible for leadership, executive, and individual skill development; customer service, communications, and mandatory training; and outsourced Web-based training. Previous experience: Instructional design, delivery and employee development for defense and community service organizations. Education: B.S., Communications; M.A., Counseling.

Gloria Stochek Goble. Training Specialist. Office of the Director of Training. Responsible for special projects. Previous experience: Ms. Goble most recently came to EMI from FEMA's International Affairs Division where she served as the U.S. Secretariat of the United States/Canada Consultative Group and was FEMA's representative to the General Secretary for Civil Protection within the Hellenic Republic. She has also worked in support of FEMA's NATO mission. Prior to working in International Affairs, she was on the staff of EMI where she served as Group Leader for the Natural Hazards Group, the Management and Policy Development Group, and the Information and Technology Utilization Group. She was also responsible for development of FEMA's First Consequence Management of Terrorism initiatives and served on the internal PT&E Terrorism Task Force. Ms. Goble joined the Federal government in 1978 when she accepted a position with the Federal Insurance Administration. Education: B.S., Education, from the State University of New York and she taught both elementary school and mentally handicapped children.

H. Marie Harkenrider. Education Specialist. Disaster Operations and Recovery Branch. Course Manager for *Response Operations* Course, Regional Support Team (RST) training, *Managing FEMA Staff on Disaster Operations*, and *Mission Assignment* courses including regionally delivered courses. Special Assistant on the ERT-N Red Team. EMI faculty member since 1983. Previous experience: State Training Officer, Minnesota Division of Emergency Services. Education: B.A., Mathematics; Secondary Education Teaching Certificate.

Eileen Harrison. Program Analyst. Office of the Superintendent. Responsible for financial and personnel management. Joined FEMA in 1979. Previous experience: Health and Human Services, Food and Drug Administration, Bureau of Drugs; and Maryland State Income Tax Division.

Mollie C. Herrick. Training Specialist. Distance Learning Branch. Responsibilities include coordination of all intranet and Internet activities for EMI, development of Web-based materials, and Master Trainer Course Manager. Previous experience: More than 10 years in State and local emergency management training. Education: B.S., Education; M.S., Education Instructional Technology.

Chad D. Heupel. Broadcast Operations Manager. Distance Learning Branch. Responsible for the engineering and operational readiness of the television facility and all its components at NETC. Served 5 years as Broadcast Officer for the North Dakota Army National Guard and as the NETC TV Studio Manager since 1992. Education: B.S., Broadcast Journalism; B.S., Broadcast Production.

Dennis R. Hickethier. Supervisory Education Specialist. Distance Learning Branch. Responsible for managing and coordinating activities of the Distance Learning Branch. These include the independent study program, Internet activities, the Emergency Education Network, and regional coordination. Previous experience: 10 years with FEMA coordinating the Master Trainer Program and Internet activities, and developing and conducting various training courses, plus 17 years with the Department of Army as an Education Specialist or Education Services Officer. Education: B.A., Psychology; M.S., Educational Psychology.

Thomas Hirt. Training Specialist. Mitigation Branch. Responsibilities: Course manager for classes and resident and Independent Study Managing Floodplain Development through the National Flood Insurance Program classes and others. Previous experience: FEMA employee since 1987. Worked as an Emergency Management Program Specialist with responsibilities in the REP, DC&W, National Preparedness, DAP, and other programs. Training Specialist for the NFA and administered the TRADE Program. Education: B.S., Psychology and English major. M.S., Social Work. Thesis on adult education and training.

Samuel P. Isenberger. Training Specialist. Mitigation Branch. Program Manager for the Community Emergency Response Team Program. Coordinate with the National Weather Service on development of weather-related training. Manage FEMA and NWS training for emergency managers at the National Hurricane Center. Coordinate delivery of training at the National Hurricane Conference. Education: B.A., Business Administration; M.S., College Counseling; M.Ed., Special Education.

K. Bryan Johnson. Employee Development Specialist. Employee Development Branch. Previous experience: With FEMA since 1990. Briefing Specialist on the Emergency Support Function (Blue Team)—Information and Planning; 6 years of experience in exercise program; 2 years of experience in the National Preparedness Directorate. Before coming to FEMA, employed by the State Department and the National Park Service/Park Police. Education: 6 years U.S. Army/Nuclear, Biological, Chemical Operations Specialist. B.S., Mathematics.

Patricia LaBrosse. Training Specialist. Disaster Operations and Recovery Branch. Responsible for course deliveries, course content and criteria for Response and Recovery courses, and development of Information Technology (IT) yearly curriculum. EMI point of contact for new NEMIS Training and Proficiency Environment (TPE). Previous experience: personnel specialist, administrative officer, network administrator, and emergency management specialist. Education: Red Rock College-Colorado; CNE.

Arlene S. Lawson. Employee Development Specialist. Employee Development Branch. Responsible for developing, managing, and administering various training programs for Agency employees. Previous experience: responsible for development of mandatory training programs (Ethics; Cultural Diversity; HIV-AIDS; LIMS II; Safety and Health; Records Management; Telework; Worker's Compensation for Supervisors/Managers); co-managed the *Instructional Delivery for Subject Matter Experts* course at EMI and managed the *Dealing with Negative Attitudes in the Workplace* course at Headquarters; and as a developer of the annual catalog of training opportunities for FEMA employees. Education: Strayer University and continuing adult education courses.

Thomas E. Marlowe. Training Specialist. Disaster Operations and Recovery Branch. Responsibilities: NEMIS Training Team Leader, EEO/ERO curricula. Specific courses: Mass Fatalities, Emergency Response to Criminal and Terrorist Incidents, Evacuation and Re-entry Workshop, and FEMA RR&R internal courses. Previous experience: Federal—Faculty at EMI 12 years, instructor/developer for Department of State's Bureau of Diplomatic Security Anti-Terrorism Assistance program, responded to several Federally declared disasters. Previous experience: Emergency Management Director, Marion County (West Virginia), Chief, Marion County Rescue Squad, Instructor (EMS), Fairmont (West Virginia) State College, firefighter, Rivesville (West Virginia) Volunteer Fire Department. Education: A.B., Education, Fairmont State College; M.A., Instructional Communication, West Virginia University.

Philip P. McDonald. Training Specialist. Integrated Emergency Management Branch. Responsibilities include managing the Master Trainer Program and providing course management functions for assigned Integrated Emergency Management Courses (IEMCs). Previous experience: 19 years with FEMA in various management and staff positions within EMI. Education: B.A., Political Science; M.P.A., Public Administration.

Kathy D. McKoy. Chief. Customer Services Unit. Employee Development Branch. Responsible for program management of Customer Service training and survey operations; course content and criteria, development and delivery; and support for Community Relations Cadre training. Previous experience: Instructor, developer, designer, customer service facilitator, employee development specialist. Education: B.A., Business Management, Concord College and Howard University; currently pursuing M.P.A. at LaSalle University.

Sherill A. McQuain. Program Coordination Assistant. Mitigation Branch. Responsible for locating, reviewing, and summarizing information from files and documents relevant to assigned projects; responds to inquiries concerning programs and activities; assists specialists in setting up conferences, coordinating necessary procurements for supplies, materials, and services; makes travel arrangements; assists in planning and coordinating the overall office activities. Previous experience: Secretary, Department of Defense Army Education Center, Legal Assistant for Blue Cross and Blue Shield's Legal and Legislative Affairs Department; Secretary for Multifamily Housing Division, Department of Housing and Urban Development. Education: Certificate in Executive Secretarial Science.

Maria Mendoza Moore. Training Specialist. Disaster Operations and Recovery Branch. Previous experience: Joined FEMA in 1993. Supervisory Instructional Systems Specialist for the curriculum development of technical course for the Naval Reserve. Faculty member of the Defense Industrial Security Institute, the Defense Language Institute, and part-time instructor at the Harrisburg Area Community College. Education: B.A., Southwest Texas State University and has done graduate work at the University of Texas at San Antonio and Southwest Texas State University.

Phillip Moore. Training and Exercise Specialist. Integrated Emergency Management Branch. Responsible for Integrated Emergency Management Course (IEMC) development, content, faculty recruitment and selection, and delivery, with emphasis on consequences of terrorism, hazardous materials, and natural disasters affecting communities. Previous experience: Course manager for DoD Senior Officers Nuclear Weapons Accident course and instructor for numerous other emergency management courses offered by the military and the State of Texas for local communities. Education: B.S., Microbiology; M.B.A., Business Administration. Retired U.S. Air Force Officer.

Jennifer A. Ogle. Training Specialist. Disaster Operations and Recovery Branch. Responsible for course deliveries, course content, faculty recruitment and selection, and development support for Emergency Planning for Special Needs Populations and Readiness, Response and Recovery Directorate's Individual Assistance courses. Previous experience: 7 years with the Training Division. Education: B.S., Psychology.

Tracy L. Orndorff. Secretary (OA). Office of the Superintendent. Responsibilities: Secretary for the Deputy Superintendent. Previous experience: 14 years in the secretarial/clerical field.

John N. Peabody, Jr. Chief. Readiness Branch. Previous experience: Assistant Director, Maryland Emergency Management Agency; Natural Disaster Program Manager, U.S. Army Corps of Engineers, Baltimore District; EMI faculty member since 1987. Education: B.A., Government; M.Ed., Education.

Virginia Richards. Secretary. Disaster Operations and Recovery Branch (OR). Responsibilities: Provide secretarial support to the Chief, OR and office staff. Previous experience: 25 years of secretarial and administrative experience in various Federal agencies.

Garry Sale. Operations Specialist. Integrated Emergency Management Branch. Mount Weather Emergency Operations Center. Responsibilities: Serve as instructor and briefer for CTC activities. Coordinate and manage classroom set up. Responsible for CTC maintenance management and repairs. Act for and support Branch Chief in operations and management of miscellaneous CTC activities. Previous experience: 36 years with Federal government, to include FEMA, FPA, GSA, and Army Corps of Engineers. Education: B.S., Forestry and Wildlife; M.B.A., Management.

Vilma Schifano-Milmoe. Regional Liaison and Training Specialist. Distance Learning Branch. Project Officer, Independent Study Program. Previous experience: Director, Preparedness, Training and Exercise Division, and Director, Regional Operations Center, Region II; Director, Federal Energy Management Program in Region II, Department of Energy; Executive Director, Greater Los Angeles Federal Executive Board (of Southern California, Arizona, and Nevada), Department of Justice, Special Projects; administrative officer for Surgical Service, director's special assistant, management analyst, and personnel management specialist, Veteran's Administration Medical Center in Long Beach, California. Special assignments: President's Council on Management Improvement and President's Task Force, Los Angeles Riots. Education: B.A., Political Science and Community Services from Wilkes University; M.A., Public Administration with Full Fellowship, Marywood University; alumnus, Presidential Management Intern Program.

Glenna Shifflett. Operations Specialist. Integrated Emergency Management Branch. Mount Weather Emergency Operations Center. Responsibilities include scheduling conferences and training at the Conference and Training Center, Mount Weather; finalizing conference preparations and logistics; preparing financial statements for other agencies conferences. Previous experience: scheduling activities at CTC since 1985. Education: 2 years of college.

Peter Smith. Chief. Disaster Operations and Recovery Branch. Previous experience: environmental and capital improvements planning for regional planning commissions in Missouri; Flood Insurance Specialist, Federal Insurance Administration, FEMA Region VII; Program Manager for long-term curriculum planning, NETC; natural hazards Training Program Manager, EMI; Chief, Field Training and Coordination Division, EMI; Chief, Curriculum Planning and Evaluation Division, EMI. Education: B.S., Geography; M.S., City and Regional Planning; Education certification.

Linda K. Straka. Training Specialist. Readiness Branch. Responsible for needs analysis, course design, course development, course delivery, and course evaluation for traditional classroom and distance learning environments. Also responsible for the development and implementation of emergency management training for Tribal nations. Previous experience: instructor, developer, and manager of training and education curriculum for secondary and college systems. Education: B.A., Business; M.A., Business; Certification in Data Automation; graduate education in Counseling.

Susanne E. Thompson. Training Specialist. Disaster Operations and Recovery Branch. Responsible for course design, creation of materials and Web sites and faculty selection for NEMIS Human Services resident and field courses. Previous experience: introduction of scanning in NPSC business process, NEMIS Imaging Pilot Program 1996-1997. Applicant Assistance Processing at the FEMA Virginia National Processing Service Center 1995-1997. Current part-time legal practice with the West Virginia Legal Service Plan. Education: B.S., Political Science, Programming and Information Systems, 1988; J.D. University of Maryland, 1993.

Jennifer S. Tokar. Training Specialist. Employee Development Branch. Responsibilities: Training space negotiations for the new FEMA Headquarters building, front-end analysis duties. Previous experience: Joined FEMA in 1991 as a Management intern; 2 years in FEMA's State and local to the Assistant Associate Director; 6 years as a Training Specialist with the Response and Recovery Branch of the Emergency Management Institute. Education: B.A., Psychology, 1991, from George Mason University; 1998 graduate of the Women's Executive Leadership Program.

Char L. Virgil. Training Specialist. Mitigation Branch. Responsible for course delivery, course content and criteria, faculty recruitment and selection, and development support for EMI mitigation courses. Previous experience: EMI administrative support, customer service facilitator, public affairs director/news anchor, and public school assistant teacher. Education: B.A., Mass Communications and graduate of EMI's Master Trainer Program.

Peter K. Vogel. Training Specialist. Distance Learning Branch. Responsibilities: course manager for *Basic* and *Advanced Public Information Officers* courses. Producer of the Emergency Education Network's (EENET) award-winning monthly news magazine "National Alert." He also produces other EENET broadcasts and many of the training videos used in EMI and National Fire Academy courses. Previous experience: Has been involved in emergency management training since 1978 when he started working for the Civil Defense Staff College in Battle Creek, Michigan. He was part of the founding members of EMI when the Staff College moved here in the fall of 1980. Since then, he has designed and managed many of EMI's courses including the *Exercise Design* course, the *IEMC Earthquake* and the *Basic* and *Advanced Public Information Officers* courses. He also has been a guest instructor at York College of Pennsylvania and Mount St. Mary's College in Emmitsburg, Maryland. Education: B.F.A., Art Education; M.Ed., Education.

Mary Waller. Employee Development Branch. Previous experience: 20 years of Federal government service. Employed by FEMA since 1987. Before coming to FEMA, employed by the U.S. Department of Energy and the U.S. Department of Labor. Education: Attended George Washington University.

Dawn D. Warehime. Training Specialist. Mitigation Branch. Responsible for course deliveries, course content and criteria, faculty recruitment and selection, and development support for EMI Mitigation courses. Previous experience: 25 years of Federal service; 24 with FEMA and predecessor agency.

Kenneth L. Whitehead. Education Specialist. Employee Development Branch. Customer Service Training. Responsible for course content, development, and delivery. Previous experience: 21 years active duty Naval officer, alternating between shipboard duty and education and training commands ashore, 5 years teaching in private and public schools at various levels, 10 years with the Department of the Navy Education and Training activities in San Diego, Washington, DC, and Great Lakes, Illinois. Education: B.A., History; M.A., Human Resources Management, Pepperdine University; M.A., Educational Administration, Villanova University.

Jasper D. Widener, Jr. Operations Specialist. Integrated Emergency Management Branch. Mount Weather Emergency Operations Center. Previous experience: USAF Crypto maintenance technician. Craftsman, Private Line Telegraph Systems, AT&T. Federal government service: 23 years as Cryptographic Systems Technician with Department of Navy and FEMA. Attack Warning Officer, NORAD and FEMA Region III at Olney, Maryland.

Deborah L. Wiles. Secretary. Distance Learning Branch. Responsible for providing secretarial support to branch staff. Provides video editing and production support to the NETC television studio manager. Previous experience: 26 years in secretarial field and 6 years in video production field. Education: Associate degree work in Video Production and Communications.

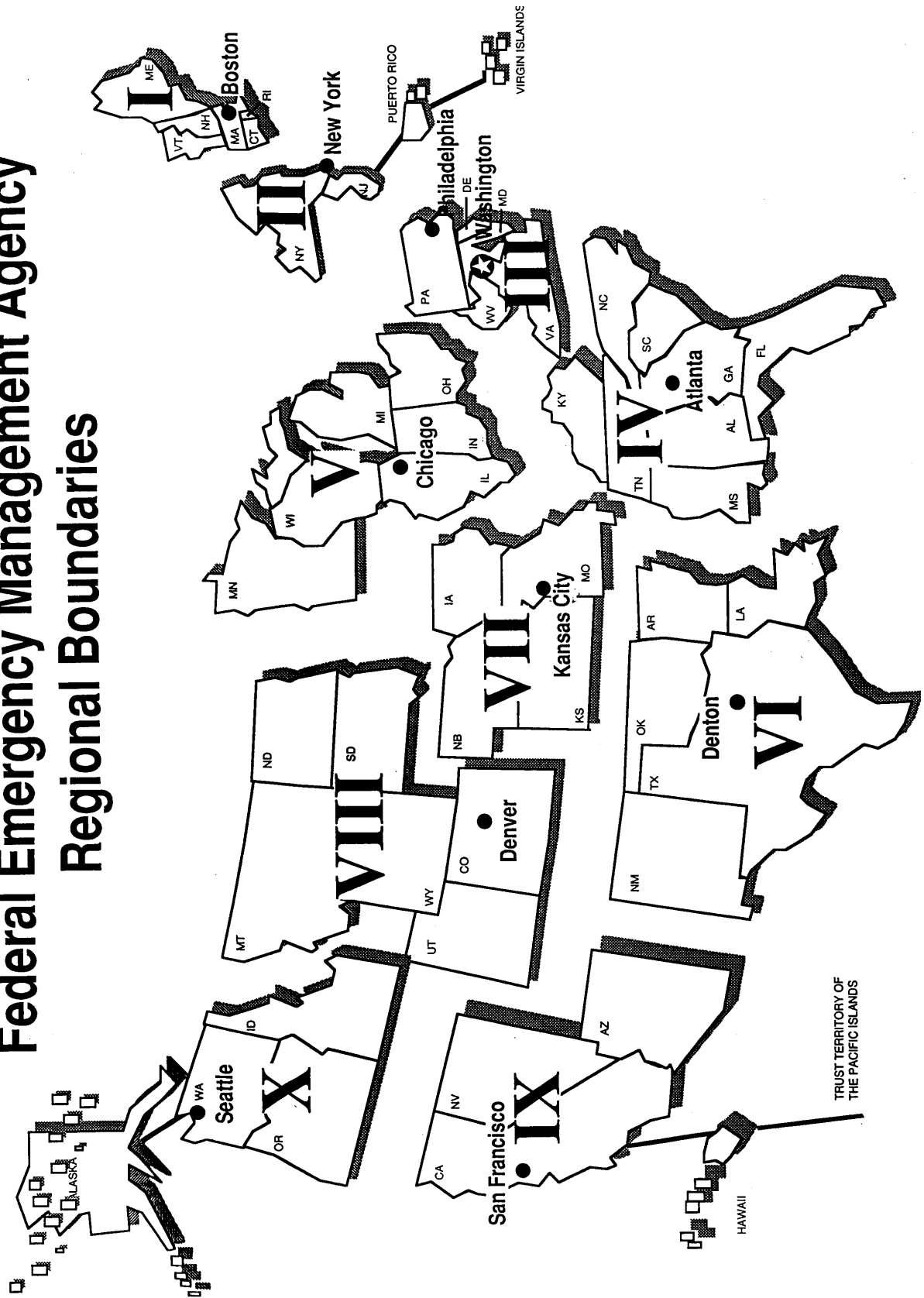
Laurie A. Wivell. Training Support Specialist. Office of the Superintendent/Director. Responsibilities: Provide support for course scheduling, printing, etc., for Division staff. Previous experience: 17 years of secretarial experience in various Federal agencies (10 years within FEMA at branch or division level). Education: A.A., Secretarial Science.

Christopher Yambor. Training Specialist. Disaster Operations and Recovery Branch. Responsible for course management, course content and delivery, and training cadre recruitment and selection for the NEMIS Infrastructure System. Previous experience: Programmer/Analyst and User Trainer for the U.S. House of Representatives. Education: B.S., Economics.

Bernice W. Zaidel. Training Specialist. Disaster Operations and Recovery Branch. Responsible for all aspects of instructional systems design for training activities. Previous experience: designer, developer, instructor, evaluator, and manager for EM training programs at Federal, State, and local level for over 20 years. Education: B.A., M.S., and working on Ed.D. in Adult and Organizational Development.

REGIONAL AND STATE INFORMATION

Federal Emergency Management Agency Regional Boundaries



FEMA Regional Offices

There are 10 FEMA regional offices. Each office is headed by a regional director who reports to the FEMA Director and is responsible for FEMA programs in the region.

Address

States Served

Region I

Regional Director's Office
442 J.W. McCormack Post Office and
Courthouse Building (P.O.C.H.)
Boston, Massachusetts 02109-4595
(617) 223-9540
(617) 223-9550 (Training Office)
FSN: (617) 551-9550
Fax: (617) 223-9552 or 223-9638
E-mail: richard.quinlan@fema.gov

Connecticut, Maine,
Massachusetts,
New Hampshire, Rhode Island,
Vermont

Region II

26 Federal Plaza, Room 1338
New York, New York 10278-0002
(212) 225-7200
(212) 225-7018 (Training Office)
Fax: (212) 225-7733
E-mail: robert.jones@fema.gov

New Jersey, New York,
Puerto Rico, Virgin Islands

Region III

One Independence Mall Building
615 Chestnut Street, 6th Floor
Philadelphia, Pennsylvania 19106-4404
(215) 931-5500
(215) 931-5569 (Training Office)
FSN: 553-5569
Fax: (215) 931-5539
E-mail:

Delaware, District of Columbia,
Maryland, Pennsylvania,
Virginia, West Virginia

Region IV

3003 Chamblee Tucker Road
Atlanta, Georgia 30341
(770) 220-5200
(770) 220-5218 (Training Office)
FSN: (770) 554-5218
Fax: (770) 220-5433
E-mail: gayle.alston@fema.gov

Alabama, Florida, Georgia,
Kentucky, Mississippi, North
Carolina, South Carolina,
Tennessee

Region V

536 South Clark Street, 6th Floor
Chicago, Illinois 60605
(312) 408-5500
(312) 408-5377 (Training Office)
FSN: (312) 555-5377
Fax: (312) 408-5222
E-mail: sharon.wolf@fema.gov

Illinois, Indiana, Michigan, Minnesota, Ohio,
Wisconsin

Region VI

Federal Regional Center
800 North Loop 288
Denton, Texas 76201-3698
(940) 898-5104
(940) 898-5457 (Training Office)
FSN: (940) 536-5157
Fax: (940) 898-5263
E-mail: kory.gabrielsen@fema.gov

Arkansas, Louisiana, New Mexico, Oklahoma,
Texas

Region VII

2323 Grand Boulevard, Suite 900
Kansas City, Missouri 64108-2670
(816) 283-7060
(816) 283-7033 (Training Office)
FSN: (816) 537-7033
Fax: (816) 283-7098
E-mail: james.nelson@fema.gov

Iowa, Kansas, Missouri, Nebraska

Region VIII

Federal Regional Center
Building 710, Box 25267
Denver, Colorado 80225-0267
(303) 235-4812
(303) 235-4929 (Training Office)
FSN: 538-4929
Fax: (303) 235-4857
E-mail: anne.griffin@fema.gov

Colorado, Montana, North Dakota, South Dakota,
Utah, Wyoming

Region IX

111 Broadway, Suite 1200
Oakland, CA 94607-4052
(415) 923-7100
(415) 923-7106 (Training Office)
FSN: (415) 539-7106
Fax: (415) 923-7213 or 923-7214
E-mail: wayne.schmaling@fema.gov

Arizona, California, Hawaii, Nevada, Guam,
American Samoa, Commonwealth of the Northern
Mariana Islands

Region X

Federal Regional Center
130 228th Street SW
Bothell, Washington 98021-9796
(425) 487-4600
(425) 487-4603 (Training Office) or
(425) 487-4684
FSN: 390-4603
Fax: (425) 487-4777
E-mail: kathy.burke@fema.gov

Alaska, Idaho, Oregon, Washington,

Regional Training Staff

Region I

Richard J. Quinlan. B.A., English/Communications. Experience: 14 years of experience in the emergency management field. Served as Regional Hazardous Materials Program Coordinator from June 1987 to June of 1993. Detailed to the Office of the Regional Director in 1995 to coordinate the Special Olympics World Games in New Haven, Connecticut. State Liaison Officer for the State of Vermont for the last 12 years and have worked in 15 Presidentially declared disasters. Exercise Response 1998 coordinator for all Region I staff and all six New England States. Created and developed Regional Training Lab to enhance computer skills for Region I staff. Regional Training Manager for Regional and State staff. Cadre Manager for the Regional Disaster Field Training Organization (DFTO).

Region II

Robert F. Jones. Has 39 years of Federal Government service, with FEMA, Defense Civil Preparedness Agency (DCPA), Federal Preparedness Agency (FPA), and other Federal agencies. He has a Bachelor of Arts Degree in Political Science and Education from Iona College, New York. He served as Chief of Staff for several presidentially declared disasters, Special Assistant to the ROC Director, and Manager of the Regional Disaster Field Training Program. From 1997 through 1999 he served as the Terrorism Point of Contact with the Department of Defense for the Domestic Preparedness Program as well as the Department of Justice/Federal Bureau of Investigation (DOJ/FBI) for Consequence Management and the Nunn Luger Dominici II Program. He has served as the State Liaison to the New York State Emergency Management Office for disasters from 1994 to the present. For several years, he served as the Regional Fire Representative. Periodically, he acts for the Division Director or Deputy Division Director.

Region III

(Vacancy at time of printing)

Region IV

Gayle Alston. B.S., Education M.L.S. Library Science. Experience: 4 years as public school librarian, 6 years as Library and Records Manager at the EPA Atlanta Regional Office where responsibilities included computer training; 8 years Health Education Specialist at Agency for Toxic Substances and Disease Registry with responsibilities in delivering adult education programs and overseeing cooperative agreements in environmental health education.

Region V

Sharon Wolf. B.S. Secondary Education and Social Studies, M.S. Educational Psychology. Experience: 10 years advising, counseling and teaching at Alverno College and the University of Wisconsin—Milwaukee School of Education. Seventeen years in the Response and Recovery Division of FEMA Region V, Human Services and Operations and Planning branches. Responsibilities included Individual Assistance and Operations/Planning program management and training of State staff, other Federal agency staff and disaster assistance employees. Regional Training Manager since 1997.

Region VI

Kory V. Gabrielsen. Currently the FEMA Region VI Training Manager and cadre manager for Disaster Field Training Operations. More than 20 years of experience in emergency management, response, exercise evaluation, and adult education. Many years of experience designing and developing training and exercise programs for use by the EPA, DOE, U.S. Coast Guard, and other Federal and State agencies. Served as an emergency manager, hazardous materials officer, fire officer, safety officer, and environmental specialist. More than 10 years allied experience in DOE, Nuclear Facilities. Certifications include: National Environmental Training Association, DOE, OSHA, National Safety Council, and DOT. Continue to serve as a Master Chief in the U.S. Coast Guard Reserve with the Eighth Coast Guard District, Planning and Readiness Staff. Education: B.S., Fire Protection Management.

Region VII

James Nelson. B.S., Government; M.S., Educational Leadership; M.A. Business. Experience: 24 years as active duty military with the U.S. Army in the field of operations, plans, training, and exercises; training and exercise officer for operational organizations of varying sizes that deployed worldwide; Department of the Army systems integrator, developed and implemented fielding plans incorporating personnel, training, and exercising with new aviation hardware systems; director of professional development training program for Army executive leadership; 6 years of experience as emergency services director for American Red Cross; managed disaster response, planning and mitigation, training and exercises for large metropolitan area; member of the American Red Cross National Disaster Response Team, deployed to Federally declared disasters involving floods, hurricanes, and terrorism.

Region VIII

Anne Griffin. B.A., French Language and Literature; M.S., Education (Teaching English as a Second Language). Responsible for Regional Training and Education Programs; administration and conduct of the major training and exercise programs of the State and Tribal governments in the region; program evaluation. Experience: developer and manager of training and education curriculum for the U.S. Air Force School of Aerospace Medicine (USAFSAM); instructor and developer of English as a Second Language curriculum for the Defense Language Institute English Language Center (DLIELC); 13 years teaching English as a Second Language at university and adult education levels in the United States and Italy.

Region IX

Wayne E. Schmaling. B.S., History and Business. Experience: 24 years of operations, training, and university-level instructional experience with the Department of Defense. Regional coordinator for Disaster Field Training Organization (DFTO) and National Defense Executive Reserve (NDER) Cadres. Member of Regional Awards Review Team and Safety Committee.

Region X

Kathy J. Burke. B.A., Health and Physical Education; M.A., Counseling; C.A.S., Education Counseling. Experience: Civil servant for 20 years. I began my Federal career on active duty with the U.S. Air Force. This led me to several job opportunities on military bases working in the field of education and counseling. I worked as an education counselor, and as a family support counselor with the U.S. Air Force statewide and overseas for 10 years. The past 10 years I have been the Regional Training Manager for FEMA Region X. In this role, I manage employee development for full-time and intermittent employees. I manage the regional DFTO Cadre. I have worked on many projects to design and deliver training activities within the agency and in coordination with other Federal agencies or academic institutions. I am a member of the American Society for Training Development (ASTD), SALT, International Association of Emergency Managers (IAEM), and the Seattle Federal Executive Board (SFEB) Learning Council.

State Training Offices

REGION I

Connecticut

Training Officer
Connecticut Office of Emergency Management
360 Broad Street
Hartford, Connecticut 06105-3706
(860) 566-8517
Fax: (860) 247-0664
E-mail: peter.sandgren@po.state.ct.us

Maine

Training Director
Maine Emergency Management Agency
72 State House Station
Augusta, Maine 04333-0072
(207) 626-4503
Fax: (207) 287-4079
E-mail: michael.f.grant@state.me.us

Massachusetts

Training Officer
Massachusetts Emergency Management Agency
400 Worcester Road
Framingham, Massachusetts 01702-5399
(508) 820-2018
Fax: (508) 820-2030
E-mail: joan.roche@state.ma.us

New Hampshire

Training Officer
New Hampshire Office of Emergency Management
State Office Park South
107 Pleasant Street
Concord, New Hampshire 03301-3809
(603) 271-2231
Fax: (603) 225-7341
E-mail: rnieder@nhoem.state.nh.us

Rhode Island

Training Officer
Rhode Island Emergency Management Agency
645 New London Avenue
Cranston, Rhode Island 02920-3097
(401) 946-9996
Fax: (401) 944-1891
E-mail: michelle.sansouci@ri.ngb.army.mil

Vermont

Training Officer
Vermont Emergency Management Division
Department of Public Safety
103 South Main Street
Waterbury, Vermont 05671-2101
(802) 244-8721
Fax: (802) 241-5556
E-mail: dhiggins@dps.state.vt.us

REGION II

New Jersey

Training Officer
New Jersey State Police/Office of Emergency
Management
P.O. Box 7068
West Trenton, New Jersey 08628-0068
(609) 538-6058
Fax: (609) 538-0345
E-mail: p030sorchike@gwinjsp.org

New York

Training Officer
New York State Emergency Management Office
1220 Washington Avenue
Building 22, Suite 101
Albany, New York 12226-2251
(518) 457-9986
Fax: (518) 457-9963
E-mail: kevin.neary@semo.state.ny.us

Puerto Rico

Training Director
Puerto Rico Emergency Management Agency
Box 9066597, Puerta De Tierra Station
San Juan, Puerto Rico 00906-6597
(787) 723-7751
(787) 724-0124 (ext. 2215/2515)
Fax: (787) 725-4244
vacant

Virgin Islands

State Training Officer
Virgin Islands Territorial Emergency
Management Agency (VITEMA)
102 Estate Hermon Hill
St. Croix, U.S. Virgin Islands 00820
(340) 773-2244
Fax: (340) 778-8980
E-mail: ceknowles@viaccess.net

REGION III**Delaware**

Training Officer
Delaware Emergency Management Agency
165 Brick Store Landing Road
Smyrna, Delaware 19977-9628
(302) 834-4531
Fax: (302) 659-6855
E-mail: jstrickland@state.de.us
www.state.de.us/pema/index.htm

District of Columbia

Training Officer
D.C. Emergency Management Agency
2000 14th Street NW, 8th Floor
Washington, DC 20009
(202) 673-2101
Fax: (202) 673-7054
E-mail: cman1448@aol.com

Maryland

Training Manager
Maryland Emergency Management Agency
Camp Fretterd Military Reservation
5401 Rue Saint Lo Drive
Reisterstown, Maryland 21136-4541
(410) 517-3600
Fax: (410) 517-3610
E-mail: (currently vacant)

Pennsylvania

Director of Training
Bureau of Operations and Training
Pennsylvania Emergency Management Agency
2605 Interstate Drive
Harrisburg, Pennsylvania 17110-9364
(717) 651-2141
Fax: (717) 651-2021
E-mail: pweeks@state.pa.us

Virginia

Training Officer
Department of Emergency Management
10501 Trade Court
Richmond, Virginia 23236-3713
(804) 897-6500
Fax: (804) 897-6500 (ext. 6559)
E-mail: shoffman@voem.state.va.us

West Virginia

Training Officer
West Virginia Office of Emergency Services
Building 1, Room EB-80
1900 Kanawha Boulevard East
Charleston, West Virginia 25305-0360
(304) 558-5380
Fax: (304) 344-4538
E-mail: jcox1@wvoes.state.wv.us

REGION IV**Alabama**

Training Officer
Alabama Emergency Management Agency
5898 County Road 41
P.O. Drawer 2160
Clanton, Alabama 35046-2160
(205) 280-2285
Fax: (205) 280-2444
E-mail: training@aema.state.al.us

Florida

Training Officer
Florida Division of Emergency Management
2555 Shumard Oak Boulevard
Tallahassee, Florida 32399-2100
(850) 413-9877
Fax: (850) 487-4429
E-mail: joe.cawthon@dca.state.fl.us

Georgia

Training Director
Georgia Emergency Management Agency
GPSTC
1000 Indian Springs Drive
Forsyth, Georgia 31029
(912) 993-4621
Fax: (912) 993-4260
E-mail: gmoore@gema.state.ga.us

Kentucky

Training Officer
Kentucky Division of Emergency Management
Boone National Guard Center, EOC Building
1111-B Louisville Road
Frankfort, Kentucky 40601-6168
(502) 564-5733
Fax: (502) 607-5730
E-mail: conleypc@bngc.dma.state.ky.us

Mississippi

Training Director
Mississippi Emergency Management Agency
P.O. Box 4501
Jackson, Mississippi 39296-4501
(601) 960-9026
Fax: (601) 960-9983
E-mail: mrosamond@memaorg.com

North Carolina

Training Officer
North Carolina Division of Emergency Management
4713 Mail Service Center
Raleigh, North Carolina 27699-4713
(919) 733-3767
Fax: (919) 733-6327
E-mail: gjones@ncem.org

South Carolina

Manager Training and Exercises
South Carolina Emergency Management Division
1100 Fish Hatchery Road
West Columbia, South Carolina 29172
(803) 737-8500
Fax: (803) 737-8570
E-mail: jberzins@emd.state.sc.us

Tennessee

Training Officer
Tennessee Emergency Management Agency
3041 Sidco Drive
Nashville, Tennessee 37204-1502
(615) 741-2924
Fax: (615) 741-4141
E-mail: dprior@tnema.org

REGION V**Illinois**

Training Officer
Illinois Emergency Management Agency
110 East Adams Street
Springfield, Illinois 62701-1109
(217) 557-4791
Fax: (217) 782-2589
E-mail: gfelchner@iema.state.il.us

Indiana

Director of Training
Indiana Emergency Management Agency
302 West Washington Street, Room E208
Indianapolis, Indiana 46204-2760
(317) 232-3984
Fax: (317) 233-5006
E-mail: bthatcher@sema.state.in.us

Michigan

Training Director
Michigan State Police
Emergency Management Division
4000 Collins Road
P.O. Box 30636
Lansing, Michigan 48909-8136
(517) 333-5036
Fax: (517) 333-4987
E-mail: hornbec1@michigan.gov

Minnesota

Training Officer
Division of Emergency Management
444 Cedar Street, Suite 223
St. Paul, Minnesota 55101-6223
(651) 296-0472
Fax: (651) 296-0459
E-mail: suzanne.donnell@state.mn.us

Ohio

Training Officer
Ohio Emergency Management Agency
2855 West Dublin-Granville Road
Columbus, Ohio 43235-2206
(614) 889-7168
Fax: (614) 889-7183
E-mail: lhaukedahl@dps.state.oh.us

Wisconsin

Training Section Supervisor
Wisconsin Emergency Management
2400 Wright Street
P.O. Box 7865
Madison, Wisconsin 53707-7865
(608) 242-3213
Fax: (608) 242-3248
E-mail: haberj@dma.state.wi.us

REGION VI**Arkansas**

Training Officer
Arkansas Department of Emergency Management
P.O. Box 758
Conway, Arkansas 72033
(501) 730-9791
Fax: (501) 730-9754
E-mail: ray.briggler@adem.state.ar

Louisiana

Training Officer
Military Department
Office of Emergency Preparedness
P.O. Box 44217
Baton Rouge, Louisiana 70804-4217
(225) 925-7323
Fax: (225) 342-5471
E-mail: dconrad@loep.state.la.us

New Mexico

State Training Coordinator
New Mexico Department of Public Safety
P.O. Box 1628
Santa Fe, New Mexico 87504-1628
(505) 476-9641
Fax: (505) 471-5922
E-mail: darmstrong@dps.state.nm.us

Oklahoma

Training Officer
Oklahoma Department of Civil Emergency
Management
P.O. Box 53365
Oklahoma City, Oklahoma 73152-3365
(405) 521-2481
Fax: (405) 521-4053
E-mail: dale.magnin@dem.state.ok.us

Texas

Training Officer
Division of Emergency Management
Texas Department of Public Safety
P.O. Box 4087
Austin, Texas 78773-0225
(512) 424-2195
Fax: (512) 424-5647
E-mail: clif@tx-emtech.com

REGION VII**Iowa**

Training Officer
Iowa Emergency Management Division
Hoover Office Building, Level A
Des Moines, Iowa 50319
(515) 281-3231
Fax: (515) 281-7539
E-mail: connie.gilbert@emd.state.ia.us

Kansas

Training Officer
Adjutant General's Department
Kansas Division of Emergency Management
2800 Southwest Topeka Boulevard
Topeka, Kansas 66611-1287
(785) 274-1413
Fax: (785) 274-1426
E-mail: aallen@agtop.state.ks.us

Missouri

Training Officer
Missouri State Emergency Management Agency
P.O. Box 116
Jefferson City, Missouri 65102-0116
(573) 526-9120
Fax: (573) 634-7966
E-mail: jcharrier@mail.state.mo.us

Nebraska

Training Manager
Nebraska Emergency Management Agency
1300 Military Road
Lincoln, Nebraska 68508-1090
(402) 471-7413
Fax: (402) 471-7433
E-mail: mardell.hergenrader@ne.ngb.army.mil

REGION VIII**Colorado**

Training Director
Colorado Office of Emergency Management
15075 South Golden Road
Golden, Colorado 80401-3979
(303) 273-1782
Fax: (303) 273-1795
E-mail: stephanie.meetze@state.co.us

Montana

Training Officer
State of Montana Disaster and Emergency
Services
P.O. Box 4789
1100 North Main Street
Helena, Montana 59604-4789
(406) 841-3968
Fax: (406) 841-3965
E-mail: fnaeher@state.mt.us

North Dakota

Training Officer
North Dakota Division of Emergency Management
P.O. Box 5511
Fraire Barracks Road, Building 40
Bismarck, North Dakota 58506-5511
(701) 328-8106
Fax: (701) 328-8181
E-mail: kjarolim@state.nd.us

South Dakota

Training Officer
South Dakota Division of Emergency Management
500 East Capitol Avenue
Pierre, South Dakota 57501
(605) 773-3231
Fax: (605) 773-3580
E-mail: dennis.anderson@state.sd.us

Utah

Training and Exercise Section Manager
Utah Division of Emergency Services and Homeland
Security
1100 State Capital Office Building
Salt Lake City, Utah 84114
(801) 302-5306
Fax: (801) 302-5354
E-mail: jhorn@utah.gov

Wyoming

Training Manager
Wyoming Emergency Management Agency
624 East Pershing Boulevard
Cheyenne, Wyoming 82001
(307) 777-4920
Fax: (307) 638-7670
E-mail: nilmen@state.wy.us

REGION IX**Arizona**

Director, Education and Training
Arizona Division of Emergency Management
5636 East McDowell Road
Phoenix, Arizona 85008
(602) 231-6218
Fax: (601) 231-6206
E-mail: masonl@dem.state.az.us

California

California Office of Emergency Services
P.O. Box 8123
San Luis Obispo, California 93403-8123
(805) 549-3530
Fax: (805) 543-0554
E-mail: robert_lewis@oes.ca.gov

Hawaii

Hawaii State Civil Defense
Attn: Training Officer
3949 Diamond Head Road
Honolulu, Hawaii 96816-4495
(808) 733-4300
Fax: (808) 733-4287
E-mail: wchung@scd.hi.us

Nevada

Nevada Division of Emergency Management
ATTN: Training Officer
2525 South Carson Street
Carson City, Nevada 89711
(775) 684-8649
Fax: (702) 687-6788
E-mail: hashby@quik.com

American Samoa

Territorial Emergency Management Coordinating
Office (TEMCO)
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Index of Courses and Topic Areas

Categorized by NFPA 1600 Standard on Disaster/Emergency Management and Business Continuity Programs

The National Fire Protection Association (NFPA) 1600 standard establishes a common set of criteria for disaster management, emergency management, and business continuity programs. The purpose of the standard is to provide those with the responsibility for disaster and emergency management and business continuity programs the criteria to assess current programs or to develop, implement, and maintain a program to mitigate, prepare for, respond to, and recover from disasters and emergencies. NFPA 1600 was developed in cooperation with representatives from the Federal Emergency Management Agency, the National Emergency Management Association, and the International Association of Emergency Managers.

EMI supports NFPA 1600 by providing activities that include training and education in all the program elements in the standard. These same program elements are included in FEMA's Capability Assessment for Readiness (CAR) that is used by the States to assess their emergency management programs.

Course Code	Course Title	Laws & Authorities	Hazard Identification/Risk Assessment	Hazard Mitigation	Resource Management	Planning	Direction, Control & Coordination	Comm & Warning	Operations & Procedures	Logistics & Facilities	Training	Exercises Evaluation & Corrective Actions	Crisis Comm, Public Educ & Information	Finance & Administration
E136	Exercise Development					X			X		X	X		
E202	Debris Management					X	X		X					
E207	Mitigation Field Operations			X					X					
E208	State Coordinating Officer								X					
E210	Recovery from Disaster: The Local Government Role					X			X					
E234	Digital Hazard Data		X	X		X								
E253	FEMA Program Responsibilities: Coordinating Environmental and Historic Compliance	X			X	X	X		X	X	X	X		X
E260	HMGP/Grants Administration Course			X										X
E263	Managing the HMGP for States			X										X
E273/ L273	Managing Floodplain Development Through the National Flood Insurance Program (NFIP)	X	X	X		X			X					X
E276	Benefit-Cost Analysis: Entry-Level Training			X		X								X
E278	National Flood Insurance Program/Community Rating System (NFIP/CRS)	X	X	X		X			X					X
E279	Retrofitting Flood-Prone Residential Buildings	X		X		X								X

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E282	State Community Relations					X			X				X	
E288	State Donations Management Course				X	X	X		X	X			X	X
E304	Radiological Emergency Preparedness (REP) Exercise Evaluation				X	X	X		X	X			X	X
E307	Basic Hazards U.S. (HAZUS) Training		X	X		X	X							X
E308	Using HAZUS in Mitigation Planning		X	X		X							X	
L324	Introduction to Hurricane Preparedness		X	X		X	X							
E329	Multi-Hazard Building Design Summer Institute (MBDSI)—Flood Protective Design		X	X										
E330	Multi-Hazard Building Design Summer Institute (MBDSI)—Earthquake Protective Design		X	X										
E331	Multi-Hazard Building Design Summer Institute (MBDSI)—Wind Protective Design		X	X										
E333	Multi-Hazard Building Design Summer Institute (MBDSI)—Fire Safety Design		X	X										
E334	Multi-Hazard Building Design Summer Institute (MBDSI)—Advanced Earthquake Protective Design		X	X										
E335	Multi-Hazard Building Design Summer Institute (MBDSI)—Dam Safety Design			X										
E340	Radiological Emergency Preparedness (REP) Planning	X	X			X	X	X	X	X	X			
E341	Radiological Accident Assessment Concepts (RAAC)		X									X		
E354	Crisis Counseling Grant Program Course (Basic)	X				X			X		X		X	
E355	Crisis Counseling Grant Program Course (Advanced)	X				X			X		X		X	
E362	Multi-Hazard Emergency Planning for Schools TTT		X	X	X	X	X	X	X	X	X	X	X	X

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E376	State Public Assistance Operations	X	X	X		X	X		X	X				X
E386	Residential Coastal Construction	X	X	X										
E388	Advanced Public Information Officers					X			X				X	
E408	Terrorism Planning Course	X	X		X	X	X	X	X	X			X	
E417	Community Emergency Response Team (CERT) TTT			X	X	X	X	X	X		X		X	X
E436	Earthquakes: A Teacher's Package for K-6 TTT		X	X	X	X	X	X	X	X	X	X	X	X
E439	Seismic Sleuths: A Teacher's Package on Earthquakes for Grades 7-12 TTT		X	X	X	X	X	X	X	X	X	X	X	X
E449	Incident Command System (ICS) Curricula TTT						X				X			
E464	Disaster-Resistant Jobs			X	X	X			X	X	X			X
E488	Donations Management Workshop TTT				X	X	X		X	X	X		X	X
E580	Emergency Management Framework for Tribal Governments	X	X	X	X	X	X	X		X	X	X	X	
E601	Management and Supervision of Training										X			
E602	Performance and Needs Assessment										X			
E603	Instructional Design										X			
E604	Course Development										X			
E605	Instructional Delivery										X			
E607	Master Trainer Practicum										X			
E608	Alternate Delivery Methods										X			
E900	IEMC/All Hazards: Preparedness and Response						X					X		
E901	IEMC/All Hazards: Recovery and Mitigation			X			X					X		
E905	IEMC/Hurricane: Preparedness and Response						X					X		
E906	IEMC/Hurricane: Recovery and Mitigation			X			X					X		

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E910	IEMC/Earthquake: Preparedness and Response						X					X		
E911	IEMC/Earthquake: Recovery and Mitigation			X			X					X		
E920	IEMC/Hazardous Materials: Preparedness and Response						X					X		
E925	IEMC/State Specific: Response and Recovery						X					X		
E930	IEMC/Community Specific/All Hazards: Response and Recovery						X					X		
E931	IEMC/Community Specific/Hurricane: Response and Recovery						X					X		
E932	IEMC/Community Specific/Earthquake: Response and Recovery						X					X		
K606	Evaluation of Training										X			
S301	Radiological Emergency Response Operations (RERO)						X	X	X			X		
S302	Advanced Radiation Incident Operations (ARIO)		X		X	X	X	X	X			X		
S425	Radiological Series TTT (Mount Weather)								X		X			
S915	IEMC/Consequences of Terrorism						X					X		
G108	Community Mass Care Management					X			X					
G110	Emergency Management Operations Course (EMOC) for Local Governments					X	X		X			X		
G120	Exercise Design					X						X		
G130	Exercise Evaluation											X		
G135	Exercise Control/Simulation											X		
G137	Exercise Program Manager/ Management											X		
G138	Exercise Practicum for the Master Exercise Practitioner												X	
G190	Incident Command System (ICS): Law Enforcement						X							

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G191	Incident Command System/Emergency Operations Center (ICS/EOC) Interface						X							
G192	Incident Command System (ICS): Public Works						X							
G194	Incident Command System (ICS) for Public Officials' Conference						X							
G195	Intermediate Incident Command System (ICS)						X							
G196	Advanced Incident Command System (ICS)						X							
G197	Emergency Planning and Special Needs Populations		X		X	X	X		X		X			X
G200	Public Officials' Conference	X		X		X	X	X	X	X			X	X
G202	Debris Management						X		X	X				
G203	Public Assistance Applicants' Workshop	X		X			X		X					X
G225	Seismic Retrofit Training for Building Contractors and Inspectors	X		X										
G230	Principles of Emergency Management	X	X	X		X	X	X	X	X				
G235	Emergency Planning	X	X			X	X	X	X	X				X
G240	Leadership and Influence										X			
G241	Decisionmaking and Problem-Solving										X			
G242	Effective Communication										X			
G244	Developing Volunteer Resources				X									
G246	Disaster-Resistant Jobs Training			X							X			
G247	Decisionmaking in a Crisis						X				X			
G249	Managing People in Disasters: A Local Perspective						X							
G250.1	WEM: State and Local Continuity of Government (COG)	X							X					
G250.3	WEM: Disaster-Related Needs of Seniors and Persons with Disabilities	X				X								

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G250.6	WEM: Amateur Radio Resources							X						
G250.7	WEM: Local Situation (RAPID) Assessment					X			X					
G250.8	WEM: Exercise Controller/Simulator										X	X		
G250.9	WEM: Exercise Evaluator										X	X		
G250.11	WEM: Continuity of Operations (COOP)	X							X					
G250.12	Senior Officials' Workshop: Preparedness and Response for Terrorist Incidents					X	X		X					
G253	FEMA Program Responsibilities: Coordinating Environmental and Historic Compliance	X												
G260	HMGP/FMA Financial Grants Management			X										X
G265	Instructional Delivery Skills (formerly G261, Instructional Presentation Skills)										X			
G270.1	WEM (Response and Recovery): Asking for Help						X							
G270.2	WEM (Response and Recovery): The Federal Response Plan (FRP)						X							
G270.3	WEM (Response and Recovery): Expedient Flood Training										X			
G270.4	WEM (Response and Recovery): Recovery from Disaster: The Local Government Role				X	X	X		X					
G270.5	WEM: Managing Through a Disaster for Supervisors						X				X			
G270.6	WEM: Working Through a Disaster for Front-Line Employees						X				X			
G271	Hazardous Weather and Flood Preparedness					X								
G272	Warning Coordination						X	X						
G275	Emergency Operations Center (EOC) Management and Operations				X		X		X			X		
G276	Resource Management				X		X		X			X		

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G277	Residential Coastal Construction	X	X	X										
G278	Benefit-Cost Analysis: Entry-Level Training			X		X								X
G279	Retrofitting Flood-Prone Residential Buildings	X		X		X								X
G280	Public Policy in Emergency Management	X				X							X	
G285	Benefit-Cost Analysis Using the Limited-Data Module: Intermediate Training			X		X								X
G288	Donations Management Workshop	X			X	X	X		X	X			X	X
G290	Basic Public Information Officers					X			X				X	
G300	Hazardous Materials: An Introduction for Public Officials	X	X			X		X						
G301	Introduction to Hazardous Materials Preparedness	X	X			X		X						
G305.1	Hazardous Materials Risk Communication	X	X			X		X						
G305.2	Hazardous Materials Information Management	X	X			X		X						
G305.3	Risk Analysis	X	X			X		X						
G305.4	Exercising Emergency Plans Under Title III											X		
G305.5	Alert and Notification							X	X					
G305.6	Community Awareness and Right-to-Know	X											X	
G305.7	Overview of Incident Command System						X						X	
G305.8	Hazardous Materials Workshop for EMS Providers						X						X	
G305.9	Hazardous Materials Workshop for Law Enforcement						X						X	
G305.10	Facility Coordinator's Role and the LEPC	X					X						X	
G305.11	Liability Issues in Emergency Management	X											X	
G305.14	Hazardous Materials Response Team: Should You Have One?					X	X		X	X				

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G310.1	Weapons of Mass Destruction: Nuclear Scenario					X	X		X					
G310.2	Weapons of Mass Destruction: Radiological Scenario					X	X		X					
G310.3	Weapons of Mass Destruction: Chemical-Sarin Scenario					X	X		X					
G310.4	Weapons of Mass Destruction: Chemical-Vx Scenario					X	X		X					
G310.5	Weapons of Mass Destruction: Biological-Anthrax Scenario					X	X		X					
G310.6	Weapons of Mass Destruction: Suicide Bomber Scenario					X	X		X					
G311	Hazardous Materials Contingency Planning		X			X			X					
G318	Mitigation Planning Workshop for Local Governments			X		X								
G320	Fundamentals Course for Radiological Response		X			X			X		X			
G346	Hospital Emergency Department Management of Hazardous Materials Accidents (HMA)					X			X		X			
G351	Who's in Charge Here?: Exercising Leadership in an Emergency or Disaster						X							
G357	Emergency Response to Criminal and Terrorist Incidents	X	X			X	X		X					
G358	Evacuation and Re-entry Planning Course	X				X	X	X	X				X	
G360	Hurricane Planning		X			X								
G361	Flood Fight Operations						X							
G362	Multi-Hazard Emergency Planning for Schools		X	X	X	X	X	X	X	X	X	X	X	X
G365.3	WEM: Partnerships for Creating and Maintaining Spotter Groups				X									
G376	State Hazard Mitigation Planning			X		X								

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G377	Regional Hazard Mitigation Planning			X		X								
G379	Interagency Hazard Mitigation Team Training			X		X								
G385	Disaster Response and Recovery Operations (DRRO)						X		X					
G386	Mass Fatalities and Incident Response						X	X	X					
G391	Disaster Response Planning for Organizations Serving Seniors and People with Disabilities					X								
G393	Mitigation for Emergency Managers			X										
G398.1	Earthquake Mitigation and Recovery Exercise for Local Officials			X								X		
G398.2	Flood Mitigation and Recovery Exercise for Local Officials			X								X		
G398.3	Hurricane Mitigation and Recovery Exercise for Local Officials			X								X		
G434	Earthquake Program for Schools		X	X	X	X	X	X	X	X		X	X	X
G436	Earthquakes: A Teacher's Package for K-6		X	X	X	X	X	X	X	X		X	X	X
G439	Seismic Sleuths: A Teacher's Package on Earthquakes for Grades 7-12		X	X	X	X	X	X	X	X		X	X	X
G901	Personal Protective Equipment (PPE)									X				
G902	CSEPP JIC Advisor												X	
G903	CSEPP Spokesperson Training												X	
G904	CSEPP Chemical Awareness					X					X			
G905	ACT FAST (Agent Characterization/Toxicity First Aid/Special Treatment)										X			
G906	Response Phase Decontamination										X			
G907	Use of Auto-Injectors by Civilian Emergency Medical Personnel to Treat Civilians										X			

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G908	Joint Information Center/Joint Information System (JICsaw III)												X	
G909	Technical Planning and Evaluation					X								
G910	Techniques for CSEPP Program Instructors										X		X	
IS-1	Emergency Program Manager: An Orientation to the Position	X	X	X		X	X	X	X	X				
IS-2	Emergency Preparedness, USA		X	X		X	X	X	X	X				
IS-3	Radiological Emergency Management		X			X	X			X			X	
IS-5	Hazardous Materials: A Citizen's Orientation		X			X								
IS-7	A Citizen's Guide to Disaster Assistance					X							X	
IS-8	Building for the Earthquakes of Tomorrow: Complying with EO 12699			X										
IS-9	Managing Floodplain Development Through the National Flood Insurance Program (NFIP)	X	X	X		X			X					X
IS-10	Animals in Disaster: Module A, "Awareness and Preparedness"						X							
IS-11	Animals in Disaster: Module B, "Community Planning"					X	X							
IS-12	Property Acquisition for Local Communities			X		X								X
IS-15	Special Event Contingency Planning for Public Safety Agencies		X			X	X							
IS-120	An Orientation to Community Disaster Exercises					X						X		
IS-195	Basic Incident Command System (ICS)						X							
IS-208	State Disaster Management	X				X			X					
IS-271	Anticipating Hazardous Weather and Community Risk		X			X								

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IS-275	The EOC's Role in Community Preparedness, Response, and Recovery Operations						X						X	
IS-279	Retrofitting Flood-Prone Residential Buildings			X										
IS-288	Role of Voluntary Agencies in Emergency Management				X									
IS-301	Radiological Emergency Response	X	X				X		X					
IS-324	Community Hurricane Preparedness					X								
IS-330	Refresher Course for Radiological Response		X						X		X			
IS-346	An Orientation to Hazardous Materials for Medical Personnel		X			X			X					
IS-362	Multi-Hazard Emergency Planning for Schools		X	X		X	X	X	X			X		
IS-386	Introduction to Residential Coastal Construction	X	X	X										
IS-393	Introduction to Mitigation			X										
IS-394	Mitigation for Homeowners			X										
IS-513	The Professional in Emergency Management	X	X	X		X	X	X	X	X				
IS-600	Special Considerations for FEMA Public Assistance Projects					X			X					
IS-630	Introduction to Public Assistance Process					X								

Acronyms

ACE	American Council on Education
ACT FAST	Agent Characteristics Toxicity—First Aid and Special Treatment
APS	Advanced Professional Series
ARES	Amateur Radio Emergency Services
ARIO	Advanced Radiation Incident Operations
BC	Benefit-Cost
CBI	Computer-Based Instruction
CBT	Computer-Based Training
CDC	Centers for Disease Control and Prevention
CEC	Comprehensive Exercise Curriculum
CEM	Comprehensive Emergency Management and Certified Emergency Manager
CEO	Chief Executive Officer
CERT	Community Emergency Response Team
CEU	Continuing Education Unit
CFR	Code of Federal Regulations
COE	Corps of Engineers (U.S. Army)
COG	Continuity of Government
COOP	Continuity of Operations
CRS	Community Rating System
CSDP	Chemical Stockpile Disposal Program
CSEPP	Chemical Stockpile Emergency Preparedness Program
CTC	Conference and Training Center
DAE	Disaster Assistance Employee
DCPA	Defense Civil Preparedness Agency
DFIRM	Digital Flood Insurance Rate Map
DFO	Disaster Field Office
DFTO	Disaster Field Training Organization
DH	Disaster Housing
DMW	Donations Management Workshop
DOE	Department of Energy
DOJ	Department of Justice
DRC	Disaster Recovery Center
DRO	Disaster Recovery Operations
EAS	Emergency Alert System
EENET	Emergency Education NETwork
EEO	Equal Employment Opportunity
EMI	Emergency Management Institute
EMOC	Emergency Management Operations Course
EMS	Emergency Medical Services
EMT	Emergency Management Training
EO	Executive Order
EOC	Emergency Operations Center
EOP	Emergency Operations Plan
EPA	Environmental Protection Agency
EPI	Emergency Public Information
EST	Eastern Standard Time
ETO	Exercise and Training Officer
FBI	Federal Bureau of Investigation
FCRR	Fundamentals Course for Radiological Response
FEMA	Federal Emergency Management Agency
FMA	Flood Mitigation Assistance
FPA	Federal Preparedness Agency
FRERP	Federal Radiological Emergency Response Plan
FRP	Federal Response Plan
G	Graduate Program or Code for non-resident/field courses
GCO	Grant Coordinating Officer

GIS	Geographic Information System
GSA	General Services Administration
HAZUS	Hazards United States
HMA	Hazardous Materials Accidents
HMGP	Hazard Mitigation Grant Program
HS	Human Services
HUD	Department of Housing and Urban Development
IAEM	International Association of Emergency Managers
ICS	Incident Command System
ICS/EOC	Incident Command System/Emergency Operations Center
IEMC	Integrated Emergency Management Course
IEMS	Integrated Emergency Management System
IFGP	Individual and Family Grant Program
IHP	Individuals and Households Program
IS	Independent Study
JIC	Joint Information Center
JIS	Joint Information System
LD	Lower Division and Limited Data
LEP	Leadership Excellence Program
LEPC	Local Emergency Planning Committee
LRC	Learning Resource Center
MBDSI	Multi-Hazard Building Design Summer Institute
MEP	Master Exercise Practitioner
MMS	Mitigation Management Series
MTP	Master Trainer Program
MWEOC	Mount Weather Emergency Operations Center
NAWAS	National Warning System
NBC	Nuclear, Biological, and Chemical
NDER	National Defense Executive Reserve
NEHRP	National Earthquake Hazards Reduction Program
NEMIS	National Emergency Management Information System
NEPA	National Environmental Policy Act
NETC	National Emergency Training Center
NFA	National Fire Academy
NFDC	National Fire Data Center
NFIP	National Flood Insurance Program
NHPA	National Historic Preservation Act
NIIMS	National Interagency Incident Management System
NTIS	National Technical Information Service
NUREG	Nuclear Regulatory Guide
NWS	National Weather Service
OMB	Office of Management and Budget
OSHA	Occupational Safety and Health Administration
PDA	Preliminary Damage Assessment
PDS	Professional Development Series
PIO	Public Information Officer
POC	Public Officials' Conference
POV	Privately Owned Vehicle
PPA	Performance Partnership Agreement
PPE	Personal Protective Equipment
PTA	Parent-Teacher Association
RAA	Radiological Accident Assessment
RAAC	Radiological Accident Assessment Concepts
RACES	Radio Amateur Civil Emergency Services
REP	Radiological Emergency Preparedness
RERO	Radiological Emergency Response Operations
RTM	Regional Training Manager
SARA	Superfund Amendments and Reauthorization Act of 1986
SCM	Survivable Crisis Management
SCO	State Coordinating Officer
SLE	State and Local Exercise
SLG	State and Local Guide

SOP	Standard Operating Procedures
TD	Technical Document
TEEM	Training Excellence Emergency Management
TTT	Train-the-Trainer
UD	Upper Division
URL	Uniform Resource Locator
USCG	U.S. Coast Guard
USFA	United States Fire Administration
VISTA	Volunteers In Service To America
VOAD	Voluntary Organizations Active in Disaster
WEM	Workshop: Emergency Management
WMD	Weapons of Mass Destruction
WWW	World Wide Web

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